

**THE IMPACT OF FOREIGN LABOUR MOVEMENT IN TANZANIA,
A CASE OF MEDIA INDUSTRY**

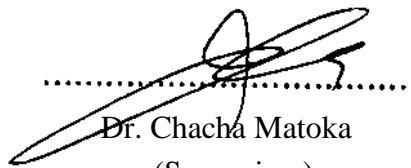
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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN HUMAN
RESOURCES MANAGEMENT (MHRM) OF
THE OPEN UNIVERSITY OF TANZANIA**

2013

CERTIFICATION

The undersigned certify that he has read and recommend to the senate for acceptance of dissertation entitled: *The Impact of Foreign Labour Movement in Tanzania: A Case of Media Industry*, in partial fulfilment of the requirements for the degree of Master of Human Resources Management (MHRM) of The Open University of Tanzania.



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Date.....

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DECLARATION

I, *Saidi Ahmed Mkabakuli*, do hereby declare that this dissertation is my own original work and it has not been presented to any other University or Institute of Higher Learning for a similar or any other academic award.

.....
Saidi Ahmed Mkabakuli

Date:

DEDICATION

I dedicate this research paper to my daughter Ghafulah and my niece Samirah bint Mgeni. Ghafulah, I love you very much. Samirah, I keep remembering you; you taught me how to practice parenthood and as a good father/uncle. Rest in Peace!

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ABSTRACT

This research was aimed at assessing the Impact of Foreign Human Resources in Tanzania. A Case of Media Industry in the Tanzanian context, where the researcher tried to single out his sources of the study by studying careful his collected materials/data. The study used most of government departments dealing in one way or another with foreign human resources as main respondents of the study.

The methodology used to collect data from respondents included tools such as questionnaires, interviews, observation and documentation. Then findings of the study were analyzed and presented differently depending on the nature of the data analysed. The researcher used tables and pie charts to present the discussed findings.

The study found out that the contributions of the foreign human resources in Tanzania's economy influences indigenous journalists to adopt the new technology brought by these foreigners and innovation as well. Moreover, the study found that these foreigners are characterised by the hardworking spirit and creativeness toward their works.

However, it is anticipated that their existence may lead to sedition and unemployment as they may have the hidden agenda on they are writing their stories. Moreover, they can cause unemployment as they take position that might be taken by qualified Tanzanians. Hence, in order to retain the required status, the study recommends that the government should put in practice a sensitive mechanism that will monitor them.

On the employment side the researcher recommends that, there is no need to employ them in areas where Tanzanians fit.

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LIST OF ABBREVIATION/ACRONYMS

BBC	British Broadcasting Corporation
DOAZ	<i>Deutsch-Ostafrikanische Zeitung</i>
DW	<i>Deutsche Welle</i> , a German international broadcasting organization
FYDP	Five Year Development Plan
GDP	Gross Domestic Products
GHRM	Global human resources management
HCN	Host Country National
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resources Management
HRP	Human Resources Planning
IHRM	International Human Resources Management
MFAIC	Ministry of Foreign Affairs and International Cooperation
MHRM	International Human Resources Management
MHRM	Master of Human Resources Management
MNC	Multinational Corporation

MNE	Multinational Enterprise
MOHA	Ministry of Home Affairs
OUT	Open University of Tanzania
PCN	Parent Country National
R&D	Research and Development
RFI	Radio France Internationale
TCN	Third Country National
TCRA	Tanzania Communications Regulatory Authority
TNC	Transnational Corporations
TX	Expatriate
URT	United Republic of Tanzania
VOA	Voice of America
Xinhua	China News Agency

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Integrated human resources or famously known as International Human resource can be traced in the Slave Trade period or earlier than that. During that time human being (people) were transferred from one continent to other continents for purpose to be used as a mean of production (workforce). It is with the same concept Tanganyika (now Tanzania) witnessed coming of foreign human resources who came to serve in varied positions. Some came to serve colonial administration and other to serve colonial bourgeoisies and merchants.

For example in media context, Sturmer (1998) elaborates that the media industry in Tanzania has gone through varied major phases. There were the German colonial media established to serve communication interests (and needs) of the German administration. By the same time, missionaries tried to fulfil their tasks by editing a number of papers. There were the media of the British administration established as propaganda tool to support the colonial regime, and later the nationalists' media established to agitate for self-governance and respect for human rights.

Moreover, there was the post-colonial phase where the then socialist regime of independent Tanzania sought to "Tanzanianize" the media - the aim being to curb opposition and foster development of socialistic principles. There was the transition phase where both economic and political changes world-wide had necessitated change in the operation of the media industry.

Sturmer (1998) mentions Willy von Roy who immigrated into German East Africa in 1898 as the first European to establish the first edition of a German-language paper and the weekly *Deutsch-Ostafrikanische Zeitung* (German-East-African Newspaper), hereafter known as DOAZ, came off the presses on February 26th 1899 then In 1911, he appointed Dr. Zintgraff the new editor who used a clever strategy to reach a very influential readership: immediately after his assumption of office, Zintgraff established the *Deutsch-Ostafrikanische Zeitungs*. Then, the editor, Superintendent Klamroth, opened a Lutheran printing office in Dar es Salaam.

Furthermore, when Klamroth travelled to Europe in October 1911, a missionary called Krelle took over the editorial office, and after the superintendent's return to German East Africa in mid-1912, the post changed between them several times. Considering the success of Lutheran newspaper production, the Roman Catholics had fallen behind.

Therefore, a paper called *Rafiki Yangu* (My Friend) was published by the "Sanct Benedictus Missions Genossenschaft" (Saint Benedict's Missionary Association) in 1910. Bishop Thomas Spreiter, a resolute advocate of the Swahili, was appointed the editor. Renewed by the first African editor of Tanzania's media history, Samwil Sehoza. After the independence, foreign workers come as a technical assistance; the role of technical assistance has increasingly shifted from one of filling gaps to one of substituting for local human resources.

The local human resources are underutilised partly because of un-conducive working conditions and partly because the technical assistance is often packaged with other forms of aid (e.g. vehicles, computers etc.) which may be needed.

In some cases, technical assistance is accepted as a means of mobilising other forms of aid. In his foreword on Human Resource for Health Strategic Plan 2008 – 2013, the then Chief Medical Officer, Dr. Deo M. Mtasiwa, elaborates that the importance of Human Resources emanates from the fact that provision of health services in Tanzania is labour intensive and, therefore, inevitably of paramount importance. He further states the achievement of the overall objective of the health sector and social welfare which is the provision of quality health and social welfare services to the public depends, to a large extent on availability of skilled personnel; sufficient in numbers and skills mix and appropriately deployed at all levels of care.

According to the recently statistics, the government has adopted another set of approaches that are more in line with the socio-economic realities of Tanzania and that of the contemporary world. The government realises the various demands of a market oriented economy put on the nation. One such demand is that citizens compete for jobs in employment on the basis of their skills and work experience or their own ingenuity.

This approach is based on the new policy objectives i.e. to reflect the increasing significance of the private sector, to give greater attention to manpower requirements at the sectoral and organisational level and finally to leave the market forces to play a bigger role in order to link manpower planning efforts to social demand for manpower. A three tier human resources planning mechanism is being used, that is at the national, sectoral and organisational levels, (<http://www.tanzania.go.tz/human.html>).

1.2 Statement of the Problem

Tanzania as other less developing countries which has been witnessing an influx of foreign human resource in varied sectors from her 1961's independence to recently; For example, in the health sector, it was discovered that the shortage is mainly caused by, among other factors, low output of qualified staff, mal-distribution, poor remuneration, poor infrastructure, and lack of attractive retention scheme. In 2006, there were 5,795 health facilities in the country.

These facilities are bound to increase with the implementation of Primary Health Service Development Plan up to 13,039 by 2017, (URT-MHSW, 2008). Given the facilities increase, automatically the demand for more human resource will be inevitable and therefore the need to increase the training and absorption of skilled health and social welfare workforce is necessary, (Human Resource for Health Strategic Plan 2008 – 2013). This is because it is capable of transforming all the other factors for the betterment of human life and human welfare. Developing and utilising this resource effectively increases its productivity and its capital value. Thus, human resources development must be one of the leading objectives on the nation's development agenda.

However, with regard to the contribution of technical assistance in human resources development, the dominant approach has been to fill the gaps in high and middle level manpower requirements, and to help in the training and development of local capacities. This has been accomplished through the use of foreign experts in specific projects and through various forms of training programmes, (<http://www.tanzania.go.tz/human.html>). There have been a number of drawbacks

which have prevented Technical Assistance (TA) from being effective in the development of human resources. These include poorly designed training programmes, great differentials in pay between foreign experts and local counterparts, unqualified TAs, unfamiliarity with work and cultural habits by foreign experts, distrust of local experts, lack of suitable local trainees and constraints resulting from the strings that are sometimes attached to the TA packages by donors.

Thus, this study needed to explore the importance and roles played by the foreign human resources in Tanzania's economy and try to provide challenge to the government to create good environment so as to put in practice a well-established database in determining the contribution of foreign human resources especially in media industry. Enhancement of human resources is influenced by the lack of a critical mass of skilled human resources to meet the growing demand for ICT; and inadequate funding for R&D as it is underscored in the The Tanzania Five Year Development Plan 2011/2012-2015/2016, which was inaugurated on June, 2011.

1.3 Main Objective

To assess Impact of Foreign Labour Movement in Tanzania: a Case of Media Industry

1.4 Specific Objectives

1. To assess the current media situation in performing their works;
2. To investigate the effectiveness of foreign journalists and other foreign employees working in media institutions;
3. To identify social and political problems caused by foreign employees living in Tanzania.

1.5 Research Questions

1. How are foreign human resources contributing to advancement of media professional in the Tanzania context?
2. What is the current trend of media in Tanzania?
3. What is the effectiveness of foreign human resources in performing their duties?
4. What are social and political problems caused by foreign human resources in Tanzania?

1.6 Significance of the Study

The researcher hopes this research help him to obtain his MHRM Degree and get the answer to the question which has been asked by him. It also acts as a leader towards further investigations on this topic. The researcher anticipates that what was not covered during his research to be covered by prospective researchers; it will help people working in media industry to understand the contribution of foreign human resources and act accordingly in order to improve their performance and dealing with other matters arising. It is anticipated that the findings provide challenge to the government to create good environment so as to put in practice a well-established database in determining the contribution of foreign human resources in media industry.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Definition of Terms

2.1.1 International Human Resources Management (IHRM)

Storey (2007: 195) “Human resource management is universal. Every organization has to utilize and, hence, in some way, to manage, human resources.” Throughout the world, organizations increasingly function on an international basis. Multinational corporations require not only coordination of international strategy, but also the people and organization to implement it. Ibid, (2007) Outlining the consequences of internationalization both for management and generally, and for human resource policy and practice in particular.

Aamodt and Raynes (2001) state that there are some reasons behind the need of IHRM; they mention that one of the factors that contribute some nations to use foreign human resources include manpower assistance to countries that lack enough manpower. Others include common interest and goals, physical proximity, international assignment and affiliation that happen when people corresponding to their home countries.

Hence, researcher wanted to study the four major areas of IHRM that include: the international context of contemporary business, and its implications both for general company strategies and for human resource strategy; national differences in human resource management and their effects on organizational and human resource management policies in multinational corporations. The practicalities of appointing and managing an international staff, including the processes of assessing and

rewarding the managers; and Questions of industrial relations and industrial democracy, and their relation to the functioning of multinational corporations.

2.1.2 Global Human Resources Management (GHRM)

Ivancevich (2010) defines GHRM as the policies and practices related to managing people in an internationally oriented organisation. Although includes the same functions as domestic HRM, there are many unique aspects to human resources management in the international organization. In addition, it involves managing the diversified workforce globally. Succinctly Global HRM is all about blending the HR activities as per the global business environment by dreaming globally but acting locally.

There are number of advantages along with GHRM as there is more room for growth and expansion. The businesses can think of growing into several uncharted areas capitalizing on the current globalization. The world has become a small village integrating all people as one with the rapid growth of technology. When different people come under one roof and work, it leads to diversity which is the hallmark of GHRM. People learn to appreciate the similarities ignoring the cultural, ethnic, religious and regional differences. It is platform for growth and expansion and diversification, (Rao, 2010). However, when we look at the disadvantages, there will be cultural conflicts leading to differences among the people. There is lack of mobility of the people as well in some cases. There are several other complications and implications involved in GHRM.

Therefore, researcher uses this concept in a basis that it, it is essential to adopt what is best as per global conditions without compromising the needs at the local level.

Therefore, global human resources management is the need for the hour for businesses to leverage the opportunities for ensuring their organizational effectiveness and excellence.

2.1.3 Expatriate

Rao, (2010) defines Expatriate as a person who is on a foreign assignment from corporation's home nation. In today's global economy, however, corporations are beginning to understand that relocation overseas can be equally troublesome for parent country national. Many corporations are sending expatriates to their overseas operations. Actually, expatriates have and the need for internationally competent managers is expected to rise as more and more firms face global competition.

Organizations need to understand the dynamic relationships between staffing and outcomes, and how these relationships change over time. Expatriates are very expensive, however, and this can discourage extensive use of expatriates. Many companies have also experienced relatively high failure rates, with failure often being attributed to the family's inability to adapt. Hence, researcher needs to see what are foreign expatriates' benefits their companies as international experience. It is confirmed that there are provisions of opportunities for personal and professional development and career advancement.

2.1.4 Multinational Corporation or Multinational Enterprise

Williams (2006) defines this term as corporations that own businesses in two or more countries. It can also be referred to as an international corporation. An MNC as a corporation that has its management headquarters in one country, known as the home country, and operates in several other countries, known as host countries.

Some multinational corporations are very big, with revenues that exceed some countries' gross domestic products (GDPs). Multinational corporations can have a powerful influence in local economies, and even the world economy, and play an important role in international relations and globalization. Contrary to Transnational Corporations (TNC) differs from a traditional MNC in that it does not identify itself with one national home. Whilst traditional MNCs are national companies with foreign subsidiaries. TNCs spread out their operations in many countries sustaining high levels of local responsiveness. Thus, it extreme important to researcher scrutinises the effects of MNCs in Tanzania.

2.1.5 Ethnocentric Approach

Treven, (2001) defines an Ethnocentric approach as the home country practice prevails with this approach. Headquarters from the home country makes key decisions, employees from the home country hold important jobs, and the subsidiaries follow the home country resource management practice. Authors recounts that in the ethnocentric approach, the cultural values and business practices of the home country are predominant. Headquarters develops a managing and staffing approach and consistently applies it throughout the world. Companies following the ethnocentric approach assume the home country approach is best and that employees from other parts of the world can and should follow it.

2.1.6 Polycentric Approach

Treven, (2001) states that in this approach, each subsidiary manages on a local basis. A local employee heads a subsidiary because headquarters' managers are not considered to have adequate local knowledge.

Treven, (2001) adds that the polycentric approach is in direct opposition. In the company that applies this approach, the assumption is that each country is different from all the others and that the subsidiaries in each country should develop locally appropriate practices under the supervision of local managers. With the geocentric approach, organizations try to combine the best from headquarters and the subsidiaries to develop consistent world-wide practices. Manager selection is based on competency rather than nationality.

Treven, (2001) further narrates that most companies use expatriates only for such key positions as senior managers, high-level professionals, and technical specialists. Since expatriates tend to be very costly, it makes little financial sense to hire expatriates for positions that can be competently filled by foreign nationals. In addition, many countries require that a certain percentage of the work force be local citizens, with exceptions usually made for upper management.

2.1.7 Geocentric or Global Approach

Treven, (2001) describes this approach by narrating the company that applies the global integrated business strategy manages and staffs employees on a global basis. For example, Electrolux (the vacuum cleaner company) has for many years attempted to recruit and develop a group of international managers from diverse countries. These people constitute a mobile base of managers who are used in a variety of facilities as the need arises.

Furthermore, a geocentric staffing policy seeks the best people for key jobs throughout the organization, regardless of their nationality. This approach is consistent with building a strong unifying culture and informal management network

and is well suited to both global and transnational strategies. Immigration policies of national governments may limit a firm's ability to pursue this policy.

2.1.8 Parent Country National

The employee's nationality is the same as the organization's. For example, a Kenyan citizen working for a Kenyan company in Tanzania.

2.1.9 Host Country National

The employee's nationality is the same as the location of the subsidiary. For example, a Tanzanian citizen working for a Kenya company in Tanzania (Nation Media Group owners of Mwananchi, The Citizen and Mwana Spoti).

2.2 Theoretical Review

2.2.1 Critical Review of the Theories

2.2.1.1 Classical Organization Theory

Thompson and McHugh (2002: 87) point out that early 20th century management theory was promoted by engineers (among other groups) who were trying to 'extend the boundaries of their profession by trading on the general rise of interest in management and planning that was characteristic of the early part of the century.' Citing P. Armstrong from 1984, they observe that engineers found it difficult to 'sustain the privileged role as the focal point of management' as their own knowledge base became 'increasingly disconnected from their productive expertise.' Moreover, Thompson and McHugh regard these theories as being essentially prescriptive. That is to say that there was an implicit belief in underlying principles or 'laws' that governed management activities and functions. But there were also some assumptions about the role of workers in all this.

However, the weakness of the classical organizational theory is the assumption that all organizations are somehow alike. Thompson and McHugh (2002: 6) quote Salaman (1979: 33) who states that:

"A genuine sociology of organizations is not assisted by the efforts of some organization analysts to develop hypotheses about organizations in general, lumping together such diverse examples as voluntary organizations, charities and political organizations ... It also obstructs the analysis of those structural elements which are dramatically revealed in employing organizations, but not necessarily in all forms of organization.

Thompson and McHugh point out that most of the literature about organizations is about work organizations. They argue that the distinctive nature of management, control and other social relations in such organizations is due to their profit-seeking nature. But they also concede that all large organizations share some characteristics noting (p7) that *"...as Weber recognised, there are continuities of structure and practice deriving from the bureaucratic form present within all large-scale organizations."*

They also acknowledge that many organizations within the public sector have been operating within a market environment.

2.2.2 Critical Review of Models

2.2.2.1 Models of Human Resources Management

Bratton, (2001), narrates that since the early 1990s, academics have proposed at least three models to differentiate between 'ideal types' of HR strategies. The first model is the **control-based model**, which is grounded in the way in which management

attempts to monitor and control employee role performance. The second model, the **resource based model**, is grounded in the nature of the employer–employee exchange and, more specifically, in the set of employee attitudes, in behaviours and in the quality of the manager–subordinate relationship. A third approach creates an **integrative model** that combines resource-based and control-based typologies.

2.2.2.1.1 The Control-Based Model

Bratton, (2001), states that the first approach to modeling different types of HR strategy is based on the nature Strategic Human Resource Management of workplace control and more specifically on managerial behaviour to direct and monitor employee role performance. According to this perspective, management structures and HR strategy are instruments and techniques to control all aspects of work to secure a high level of labour productivity and a corresponding level of profitability.

This focus on monitoring and controlling employee behaviour as a basis for distinguishing different HR strategies has its roots in the study of ‘labour processes by industrial sociologists.

Bratton, (2001) further narrates; the starting point for this framework is Marx’s analysis of the capitalist labour process and what he referred to as the ‘transformation of labour power into labour’. Put simply, when organizations hire people, they have only a potential or capacity to work.

Bratton, (2001) adds that to ensure that each worker exercises his or her full capacity; managers must organize the tasks, space, movement and time within which workers operate. But workers have divergent interests in terms of pace of work, rewards and

job security, and engage in formal (trade unions) and informal (restrictions of output or sabotage) behaviours to counteract management job controls. Workers' own counter management behaviour then causes managers to control and discipline the interior of the organization.

However, in an insightful review, Thompson and McHugh (2002,) comment that, 'control is not an end in itself, but a means to transform the capacity to work established by the wage relation into profitable production'. What alternative HR strategies have managers used to render employees and their behaviour predictable and measurable? An early system of individual control by employers exercising direct authority was replaced by more complex structural forms of control: bureaucratic control and technical control. Bureaucratic control includes written rules and procedures covering work.

The advantage of this model is that the choice of HR strategy is governed by variations in organizational form (for example size, structure and age), competitive pressures on management and the stability of labour markets, mediated by the interplay of manager–subordinate relations and worker resistance (Thompson & McHugh, 2002).

2.2.2.1.2 The Resource-Based Model

Bratton, (2001), describes the second approach to developing typologies of HR strategy is grounded in the nature of the reward–effort exchange and, more specifically, the degree to which managers view their human resources as an asset as opposed to a variable cost. Superior performance through workers is underscored

when advanced technology and other inanimate resources are readily available to competing firms. The sum of people's knowledge and expertise, and social relationships, has the potential to provide non-substitutable capabilities that serve as a source of competitive advantage, (Cappelli & Singh, 1992).

The various perspectives on resource-based HRM models raise questions about the inextricable connection between work-related learning, the 'mobilization of employee consent' through learning strategies and competitive advantage. Given the upsurge of interest in resource-based models, and in particular the new workplace learning discourse, we need to examine this model in some detail. The resource-based approach exploits the distinctive competencies of a work organization: its resources and capabilities.

An organization's resources can be divided into tangible (financial, technological, physical and human) and intangible (brand-name, reputation and know-how) resources. To give rise to a distinctive competency, an organization's resources must be both unique and valuable. By capabilities, we mean the collective skills possessed by the organization to coordinate effectively the resources. According to strategic management theorists, the distinction between resources and capabilities is critical to understanding what generates a distinctive competency. It is important to recognize that a firm may not need a uniquely endowed workforce to establish a distinctive competency as long as it has managerial capabilities that no competitor possesses. This observation may explain why an organization adopts one of the control-based HR strategies.

2.2.2.1.3 The Integrative Model

Bratton (2001), states that this model integrates the two main models of HR strategy, one focusing on the strategy's underlying logic of managerial control, the other focusing on the reward–effort exchange. Arguing that neither of the two dichotomous approaches (control- and resource-based models) provides a framework able to encompass the ebb and flow of the intensity and direction of HR strategy, they build a model that characterizes the two main dimensions of HR strategy as involving ‘acquisition and development’ and the ‘locus of control’.

He attributes that the acquisition and development are concerned with the extent to which the HR strategy develops internal human capital as opposed to the external recruitment of human capital. In other words, organizations can lean more towards ‘making’ their workers (high investment in training) or more towards ‘buying’ their workers from the external labour market.

Locus of control is concerned with the degree to which HR strategy focuses on monitoring employees’ compliance with process-based standards as opposed to developing a psychological contract that nurtures social relationships, encourages mutual trust and respect, and controls the focus on the outcomes (ends) themselves.

2.3 Main Issues of the Topic

2.3.1 Globalization and IHRM

Česynienė, (2008) affirms that Globalization represents the structural making of the world characterized by the free flow of technology and human resources across national boundaries as well as the spread of Information Technology and mass media presenting an ever-changing and competitive business environment.

At his article, *Globalization and Human Resource Management*, that deals with the practical consequences of globalization for human resource management (HRM). Ibid (2008) *asserts* that Globalization makes national culture an increasingly strategic issue that has to be faced and properly managed. The problem is the balancing of the global trends in human resource management with the influence of national culture because many aspects of HRM are affected by differences in national culture. The article analyses the major challenges arising from globalization and affecting human resource management practices in the 21st century in selected industrialized countries (United Kingdom, France, USA, and Japan) and Lithuania as a new member of the EU.

Hence, researcher wants to analyse the relationship between these two terms Globalization and IHRM in Tanzanian context.

2.3.2 Effects of Foreign Human Resources on Social, Political and Economic Aspects

It is true that inter-country variations in culture, economic systems, labour costs, and industrial relations systems complicate the task of selecting, training, and managing employees abroad. These variations result in corresponding differences in management styles and practices from country to country, and such differences. Therefore, researcher wants to analyse how inter-country differences have an impact on a company's HRM processes. Cultural factors, economic factors, labour cost factors, and industrial relations norms influence the nature of a company's specific HR policies from country to country.

2.3.3 Recruitment of Foreign Human Resources

Tan (2008), states that an increasing number of developing countries and countries with economies in transition have adopted or are seeking to adopt legislation and policies to take advantage of foreign employment opportunities for their citizens, while ensuring that safeguards are in place for the protection of their rights.

According to Tan (2008), for these countries, job creation at home remains, in theory at least, the preferred option, but labour migration is seen as an important and reliable vector of economic development through the remittances that workers send back home. Moreover, at the individual level, with or without facilitation of the state, many people seek overseas employment opportunities to augment their income, improve the living conditions and life prospects of their families and for skills and experience.

However, while regular, albeit selective entry channels are available to skilled workers, this is often not the case for low and semi-skilled workers, who may be tempted to resort to irregular modes of entry and employment. Therefore, researcher needs investigates how recruitment of foreign human resources is done in Tanzanian context.

2.3.4 Legal Perspective in Dealing with Foreign Human Resources

It is essential for business owners, managers and HR practitioners and those working in the HR arena, to know the legal implications in employing foreign worker so as to avoid legal problems and finding solutions when settling legal issues. Knowing this, researcher aims at perusing ELRA 2004 and other acts in order to identify legal aspects in dealing with foreign staff.

2.4 Empirical Study

Hoque, et al (2010), narrate that there has been great focus on the issues of human resources in the education sector, the importance of ‘knowledge societies’ has gained various dimensions, namely the role of education as a supplier of human resources, and the role of human resources in the delivery of education. The former needs proper direction to devise, implement, and execute the delivery model through skilled support services like planning, administration, finance and quality heads. The latter is the core component mainly poised to attract, develop and retain quality teachers through effective human resource management.

A number of researchers have reported that human resource practices are positively linked with organizational and employee performance. Their study was examining the impact of foreign lecturers’ recruitment on the higher education of Malaysia in the following areas: publications in Web of Science journals, competition between local and foreign lecturers in terms of publications, the effectiveness of the teaching and learning process, and world ranking.

A qualitative method was used, with data being collected mostly through interviews with local and foreign lecturers, students, and human resource management officials. The study found that the recruitment of foreign lecturers has a significant impact on improving the world ranking of higher education institutions and in increasing publications in Web of Science journals. Also, they found to be a mixed reaction about their impact on the effectiveness of the teaching and learning process among local teachers and students. Ibid, 2010: Pp 1: “The extensive pressure to publish in Web of Science journals has caused the brain drain of experienced scholars.

The findings of this study offer valuable information for educational policy makers, vice chancellors, human resource managers, local and foreign lecturers and students.”

From their findings, they concluded that recruiting many foreign lecturers at a time and students’ freedom to choose their courses either in Bahasa or English have been revealed the major impact of recruiting foreign lecturers. Most of these findings show that almost similar issues in their extensive qualitative study through interviews on the issue of ‘adjustment of expatriates in Malaysia’.

Another vital issue is the recruitment of lecturers from countries less-developed than Malaysia. Hence, they recommend that in order to obstruct some issues such as brain drain, recruiting teachers for lecturing and researching separately, and key performance indicators, competitiveness among local and foreign teachers in terms of publications in Web of Science should be observed. Contrary to this study revealed that a collegial relationship creates opportunities to share knowledge.

Thus, following this, the researchers suggest that the management ensure the positive collegial relationship among local and foreign lecturers to share global knowledge and to create a research environment.

From this study, the researcher finds that there is a link in a quintessence that both studies are looking the impact of foreigner in working context. However, their study was mainly looking at examining the impact of foreign lecturers’ recruitment on the higher education while this study analyses the Impact of Foreign Labour Movement in Tanzania, a Case of Media Industry.

2.5 Conceptual Framework

This study assumes the contribution of the foreign human resources in Tanzania's economy is attributed by a number of explanatory variables. The contribution of the foreign human resources in Tanzania's economy influences indigenous journalists to adopt the new technology brought by these foreigners and innovation as well. The effectiveness of these foreigners is posed by their contribution toward hardworking spirit and creativeness that influence people to purchase news items as offered by these people. However, their existence may lead to sedition and unemployment as they may have the hidden agenda on their writing style. They take position that might be taken by qualified Tanzanians. A description of the most important variable is given in figure 2.1 and the relation between them is summarized.

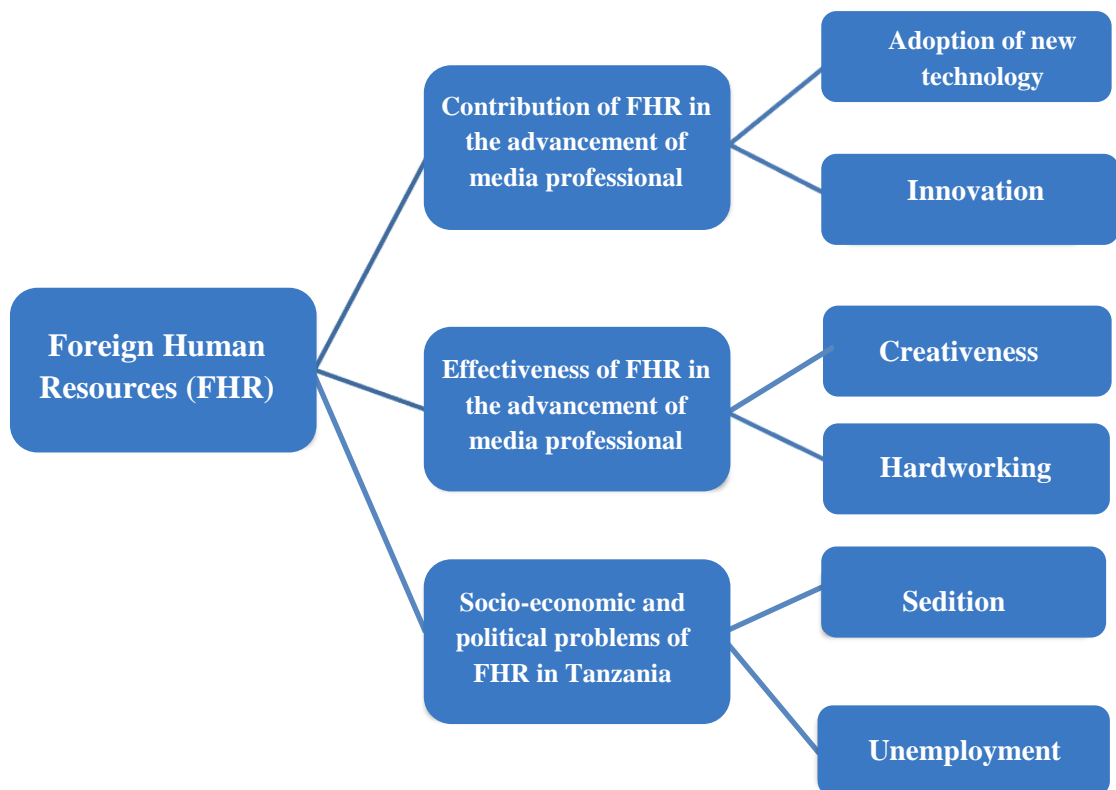


Figure 2.1: Conceptual Framework on the Impact of Foreign Human Resources in Tanzania

Source: Research Findings, 2013

This conceptual framework comprises of independent variables and dependent variables the dependent variables that is the contribution of the foreign human resources in Tanzania's economy and independent variables include the contribution of foreign human resources in advancement of media professional, effectiveness of foreign human resources and the social and political problems of foreign human resources.

2.6 Research Gap

Their study was examining the impact of foreign lecturers' recruitment on the higher education, the gap is; they failed to show how an uncompetitive relationship that creates opportunities to share knowledge. They could dig for other factors that might contribute that situation. Hence, researcher wants to see those factors that might be a reason (s) for the collegial relationship between varied staff of different nationalities. On technicality side they use a semi-structured interview as a methodology (Qualitative methods) that might allow interviewees to express their views in a free and personal way, giving as much prominence as possible to their thematic associations. The said semi-structured interviews by qualitative approach which were held by interviewing: three local lecturers, one foreign lecturer, two human resource officers and four students.

From the above distribution, you may find that there is no equal ratio between local and foreign staff, which according to them; they were examining the impact of foreign lecturers' recruitment on the higher education. As of their ratio 5:1 is hard to identify magnitude of their study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Paradigm

Enon (1998) described qualitative research as the means of obtaining data that are not ordinary explained in numerical form. So a researcher used this method because of its effectiveness in addressing social issues that affect individuals and society. (Mugenda: 1999:17).

The researcher used a descriptive qualitative research. The researcher chose to use this type of research methodology because it includes the following research instruments: observation, document analysis, interviews and questionnaires. The study used figure, numbers, and charts in presenting the information. In this study the researcher designed a questionnaire so that can it was easy for the people to give their opinions freely.

3.2 Research Design

Kothari, (1990) states that a research design refers to a scientific designing of a research strategy. The function of research design is to provide a paradigm where relevant evidence can be collected with minimum expenditure of time, efforts and money. A case study is an in depth comprehensive study of a person social group, an episode, a situation, a programme, a community, an institution or any other social unit, (Krishnaswami and Ranganatham, 2005). Thus, the case study helped the researcher to be flexible in acquiring data as it employs more than one techniques, it uses historical method, employs interviewing, questionnaires, observation and documentary review.

3.2.1 Area of the Study

This study was conducted in varied offices which available in Dar es Salaam region. The researcher chose this region due to the fact that there are a large number of public offices companies which deals with his area of interest. These include all government organs that offer services to foreigner such as Ministry of Foreign Affairs and International Cooperation and Department of Immigration.

3.2.2 Population Profile

The population of the study was people dealing with foreign human resources and media activities. These include some government officials from Ministry of Home Affairs, Ministry of Foreign Affairs and International Cooperation, Ministry of Labour and Employment Development, Department of Immigration, Department of Information Services (MAELEZO), NBS officials and media personnel. The researcher aimed at interviewing people from each institution. However, this depended much on the personnel's willingness to assist the researcher.

3.2.3 Sample and Sampling techniques

Kothari (2008) defines sample as a collection of some parts of the population on the basis of which judgment is made small enough to convenient data collection and large enough to be a true representative of the population from which it had been selected. Sample size refers to a number of items to be selected from the universe to constitute a sample. The sample must be optimum. An optimum sample is one which fulfils requirements of efficiency, reliability and flexibility.

3.2.1 Simple Random Sampling

According to Krishnaswami and Ranganatham, (2005), simple random sampling as a sampling technique which gives each element an equal and independent chance of being selected. Simple random sampling was used to get representatives from different targets sample from all parts of Dar es Salaam region where most of the offices available. It was used to ensure that a good number of representatives are involved; this was because the technique provides an equal chance of selection for all elements in the population.

3.2.2 Purposive or Judgmental Sampling

The researcher chose this method as a sample based on who they think would be appropriate for the study. This method is used primarily when there are a limited number of people that have expertise in the area being researched, (http://en.wikipedia.org/wiki/Nonprobability_sampling). The researcher used purposive sampling technique to collect data, where he singled out people who exactly helped him with this particular study, mainly from government offices and media personnel. This aimed at obtaining the typicality and specific relevance of the sampling units to the study and not their overall representativeness to population. The researcher picked only those respondents who met purpose of the study.

3.2.3 Sampling procedure

According to Kothari (2008), sampling is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behaviour, or other elements with which to conduct a study. An important issue influencing the

choice of a sampling technique is whether a sampling frame is available, that is, a list of units comprising the study population. Hence, the researcher used at least five people from the above-mentioned offices for interview. This is to say the population of the study was 40 respondents. Also he distributed questionnaires for those who had not have time for interview.

The researcher distributed two types of questionnaires namely general and specific questionnaires; where the researcher distributed 200 general questionnaires to people working in media related environment including government information/communication officers who met at their annual general meeting held in Victoria Palace in Mwanza from June 11 – 15, 2012. The specific questionnaires, amounted 50 questionnaires were distributed to his population of the study, to cover the vacuum of attempting interview as most of them were occupied and busy with their work.

3.3 Data Collection

Data collection is a term used to describe a process of preparing and collecting data, for example, as part of a process improvement or similar project. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others. Primarily, data are collected to provide information regarding a specific topic, (http://en.wikipedia.org/wiki/Data_collection).

Data collection usually takes place early on in an improvement project, and is often formalised through a data collection plan which often contains the following activity;

Pre collection activity - agree on goals, target data, definitions, methods; Collection - data collection; and present findings - usually involves some form of sorting analysis and/or presentation.

It is advised that prior to any data collection, pre-collection activity is one of the most crucial steps in the process. It is often discovered too late that the value of their interview information is discounted as a consequence of poor sampling of both questions and informants and poor elicitation techniques. After pre-collection activity is fully completed, data collection in the field, whether by interviewing or other methods, can be carried out in a structured, systematic and scientific way.

Furthermore, a formal data collection process is necessary as it ensures that data gathered are both defined and accurate and that subsequent decisions based on arguments embodied in the findings are valid. The process provides both a baseline from which to measure from and in certain cases a target on what to improve.

3.3.1 Types of Data

3.3.1.1 Primary Data

Primary data is the data collected by the researcher himself/herself or by research assistants from the field for the purpose of answering a research question/issue, (Adam and Kamuzora, 2008)

Thus, researcher collected primary data himself. And since primary data do not pass any statistical process, these data were collected through interview and questionnaires formulated by the researcher himself, and also through participants observation.

3.3.1.2 Secondary Data

Adam and Kamuzora (2008) define secondary data as data that obtained from literature sources or data collected by other people for some other purposes. Thus secondary data provide second hand information and include both raw data and published ones. Therefore, researcher obtained through the documentary review in which various documents and records were reviewed in gathering more information, evidential documents, books and records related to media activities and foreign human resources employment. Since data needed to be passed them through statistical process, researcher passed them through varied statistical packages to obtain clearness.

3.3.2 Tools of Data Collection (Methods)

Adam and Kamuzora (2008) define data as facts, figures and other relevant materials, past and present, serving as a base for study and analysis. Some examples of data are sex, age, social class, marks obtained by the study of a class in a test on a particular subject, and the type of news read by newspaper reader. For this study, the researcher used both primary and secondary sources. It was worthwhile noting that primary sources comprised interviews, observation, questionnaires, and various discussions ad meetings for the purpose of generating information. Secondary source in turn included journals, documents official reports, internet sources and thesis.

They were visited during the survey of literature review. The reason behind the adoption for several techniques is that there is a truth that the strengths of one method offset the weakness of other methods. The build-up of the data collection tools based on the research objectives and research questions. Hence, the researcher

used three instruments as described earlier in collecting his data of his study; this aimed at getting some quantitative as well as qualitative data from the research.

The researcher also conducted face-to-face interviews and handled the questions that would be used in the face-to-face interview for the respondents who had not having enough time for interview. On the other hand, researcher intended to conduct face-to-face interview due to the fact that, he could be able to observe direct facial expression of his respondents.

Moreover, such kind of interview enables researchers to obtain extra information, which cannot be obtained from other techniques. Since the interviewees tend to be able providing much information as possible depends on their time and expertise in the study. Due to this factor researcher successful obtained new facts of the study.

By using these three instruments, researcher obtained much and wealthier information on how much had the study been documented. These instruments helped the researcher to understand the position of the study, whether it is decreasing or increasing and if the solutions to the problem are being implemented.

3.3.2.1 Questionnaires

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case, (<http://en.wikipedia.org/wiki/Questionnaire>). There are two broad categories of questions that used in questionnaires such as structured or closed ended and unstructured or open ended questions. This method uses a set of question for

collecting data, with the help of a set of questions. It is the most convenient method of obtaining a limited amount of information from a large number of people.

The questions that from the basis of the questionnaire method are formed with a purpose to dig for information related to the study. Basically this is the best method of collecting information from the respondents in the shortest possible time and without spending a lot of resources within limited time. Therefore, researcher used this method to acquire some degree of information from a large number of people where he applied both structured and unstructured questions. As mentioned above the researcher distributed 240 questionnaires.

3.3.2.2 Interview

According to Kothari, 2006, an interview is a set of question administered through oral or verbal communication or is a face-to-face discussion between the researcher and the interviewee respondent. Ibid (2008:97), states that interview can be used through personal interviews and if possible through telephone interview. In collection of data, researcher used structured and unstructured interview. In structure interview, the questions, their wording and their sequences were fixed and identical for every respondent, (Saunders et al 2005:312). This type is highly standardized and the interviewer follows rigid procedures, asking questions in a form prescribed, (Kothari, 2008:98).

This is designed to collect information, views and opinion from respondents that the researcher cannot capture from the questionnaire. It is a quick method of collecting data compared to questionnaires. It is more flexible where the interviewer could adapt to the situation and get as much information as possible.

Unstructured interview were characterized by a flexibility of approaching to questioning, the interviewer was allowed much greater freedom to ask in case of need, supplementary questions. It is less rigid and the researcher has more chance of asking supplementary questions at any given time.

The researcher employed both types despite the weakness of unstructured interview like lack of comparability as researcher may be forced by situations and respondent behaviour. The researcher prepared a set of questions that reflected the research objectives and question.

Interview was used in this research due to its greater flexibility in the questioning process as in unstructured interview, the interviewer and interviewee were present face to face, it was possible for them to clear up any misunderstanding question immediately, either one side could question what they did not understand or during the interview the researcher could reword or re-order the question when something unexpected occurred. Moreover this method simplified the work for the researcher as could get immediate answers to the questions asked when the respondent was willing.

3.3.2.3 Document analysis

This is the method by which information is obtained by reading or visual information from written documents. This method involves deriving information by carefully studying written documents or visual information called document, (Mauya, 2009). As the researcher has started above in the reason of choosing such kind of methodologies of his study; the researcher used document analysis such as reading the books, journals, internet and other publications pertaining to the study.

The high intentions of the researcher to use this instrument was to obtain figures and statistical data from formal personnel that helped him to fulfil the study's objectives. In addition, to avoid troubles of obtaining required information that can be available through readings. Through reading various documents researcher expected to get huge possibility that would enable him knowledgeable on this study. The researcher anticipated that this would help him to be curious in obtaining further information of his study.

3.4 Data Analysis

Data Analysis as a process of inspecting, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. In this regard, researcher applied some techniques such as descriptive statistics and exploratory data analysis in analysing obtained data, (http://en.wikipedia.org/wiki/Data_analysis). Hence, data collected during the study was reduced into summary form. The summary was processed by using various computer programmes such as Excel and Statistical Packages for Social Sciences (SPSS). The research findings was organized and presented by using words, numbers and percentages by using tables, charts and graphs as to the requirement of this study.

3.5 Validity and Reliability

For the purpose of establishing the validity and reliability of the study, an interview was conducted where researcher asked varied questions to testify reliability of his

sources. This was done to identify questions that might be unclear or indefinite to the respondents and any non-verbal behaviour of the participants that may possibly show uneasiness or awkwardness about the comfortable or phrasing. This allowed for improvements to be done before the distribution of questionnaires to a larger sample. Prior arrangements were made to meet respondents for this interview then questionnaires were administered to respondents.

3.6 Ethical Issues

Fisher et al (2010) recounts that when a researcher wants to do a research work s/he should not treat people unfairly or badly. S/he should not harm people, or use the information s/he discovers in her/his research to harm them, or allow it to be used to do harm. This may sound alarmist and s/he should not assume that s/he will be beset by such problems when s/he is doing a research. Nevertheless, it is sensible to anticipate whether any such difficulties might occur. Thus, in determining the fundamental of ethical issues; researcher put up with the system of ethical protections that the contemporary social research establishment have created to try to protect better the rights of their research participants. Researcher also stood for the principle of voluntary participation that requires people not be coerced into participating in research.

The researcher followed the ethical standards that require researchers not put participants in a situation of risk of harm as a result of their participation; confidentiality and informed consent; he assured that identifying information was not be made available to anyone who is not directly involved in the study.

CHAPTER FOUR

4.0 RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This particular chapter is concerned with the presentation, discussion and analysis of the findings. The data collected during the study was carefully checked for correctness, completeness, accuracy, clarity and uniformity. The data was then processed by using various statistical related software including Microsoft Excel whereby all required measurements were presented in tables by using words, numbers and percentages and then into charts and graphs.

4.2 The Current Media Situation

On this objective, researcher was guided by the question: what is the current trend of media in Tanzania and what reasons influence foreigners to come and work in Tanzania.

Researcher also made analysis on other factors pertaining to Tanzanian media situation, these include: an influx of foreigners working in the media industry in Tanzania, distribution of gender of foreigners working in the media industry in Tanzania from June, 2011 to current June, 2012, an analysis of the distribution of media outlets in Tanzania, a distribution of media outlets in Tanzania Mainland and Island, Media development in Tanzania and Media Legal Framework.

In attempting these questions, researcher first of all needed to know the status of foreigners working in the media industry in Tanzania. Deliberately, he searched for reasons influenced them to come and work in Tanzania then he categorises them in annual influx trend and gender wise.

4.2.1 Factors Attracting Foreigners to Come and Work in Tanzania

To find out the factors that attract foreigners to come and work in Tanzania, the researcher asked respondents to give their opinions on what they perceive to be the main factors that attract foreigners to come and work in Tanzania. The feedback from respondents was documented as shown in Figure 4.1.

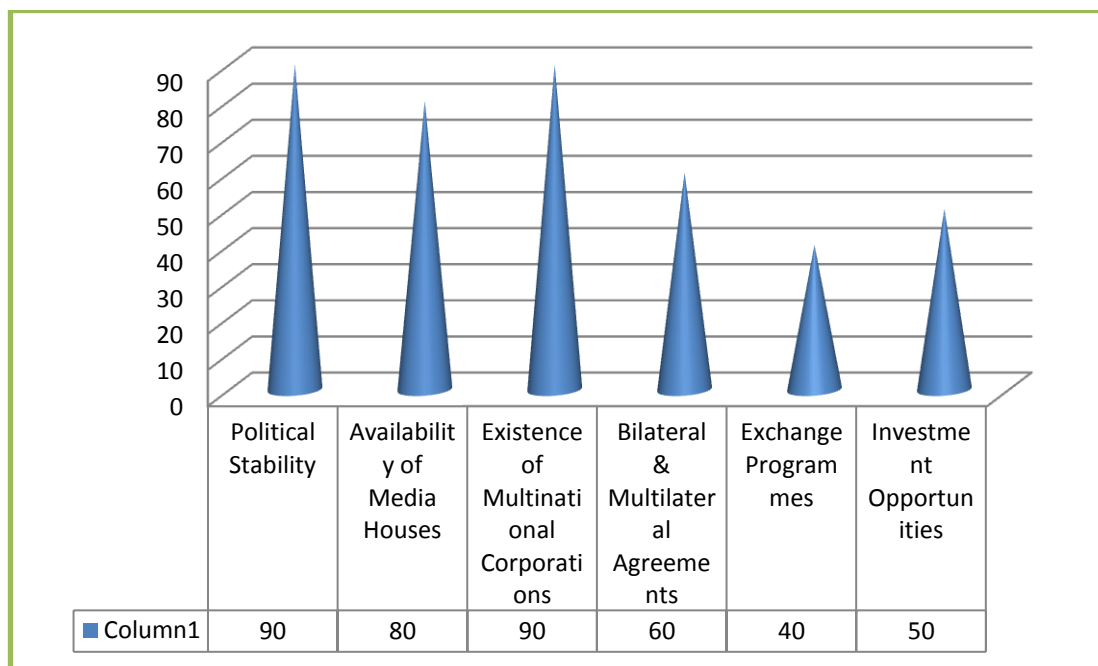


Figure 4.1: Factors Attracting Foreigners to Come and Work in Tanzania

Source: Research Findings, 2013

The findings of the study show that political stability and existence of multinational corporations such as BBC, DW, VOA, RFI and Xinhua scored majority percentage (about 90%) as factors attract foreigners to come and work in Tanzania. Other factors which scored between 70 - 80% were bilateral and multilateral agreements and availability of media houses respectively. In addition, respondents mentioned that foreigners are attracted to come and work in Tanzania due to the investment opportunities and exchange programmes between different media houses.

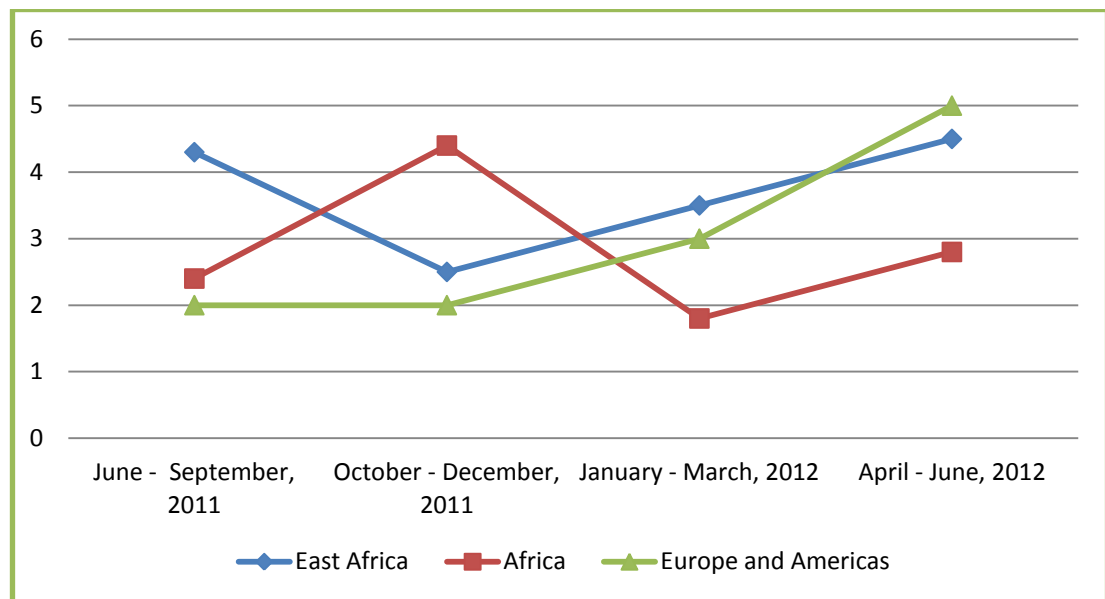


Figure 4.2: The Influx of Foreigners Working in the Media Industry in Tanzania from June 2011 to September 2012

Source: Research Findings, 2013

From the figure above, the findings show that a number of foreigners increase to come in Tanzania due to the varied reasons. Amongst, The Media and Elections of the European Union Election Observation Mission Final Report Tanzania – General Elections October 2010 elaborates that the Tanzania’s liberalization policies of the 1990s helped foster the emergence of a private media sector. As there was an increase in the number of journalists and privately-owned media outlets and there was especially an increase in the number of print media.

Currently, the media boasts nearly 4,000 journalists in print and electronic media both Tanzanians and foreigners to come and work in Tanzania media industry compared to men. However, researcher failed to underpin the reason behind as he did not obtain support from foreigners who work in media industry as they were thinking they were trapped by the researcher.

4.2.2 An Analysis of the Distribution of Media Outlets in Tanzania

On the same objective, researcher analysed the media composition; this is to say, he wanted to know a number of newspapers, television and radio stations exist in Tanzania. Statistics from TCRA shows that today, there are many sources of information, encompassing both electronic and print media. There are more than there are more than 50 nation-wide and regional TV stations and 60 radio stations and 15 cable television providers.

In addition, the current records from the Tanzania Information Services (MAELEZO) indicate that there are 761 registered newspapers/magazines, among these, 24 newspapers (some of them regional), are published daily and magazines⁶³ are each week and monthly newspapers. Tanzania has also some newspapers that come out seasonally to target particular campaigns.

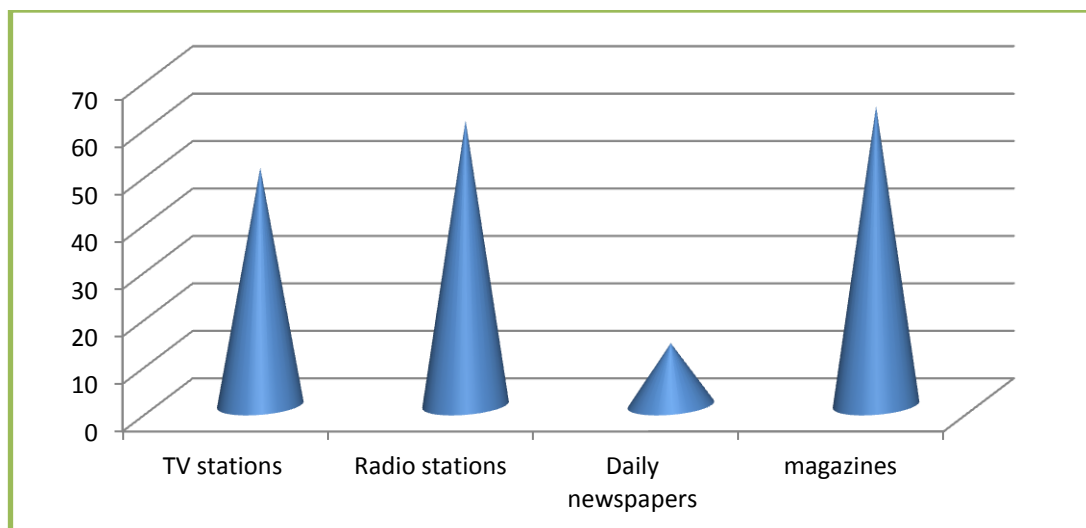


Figure 4.3: Distribution of Media Outlets in Tanzania

Source: Research Findings, 2013

Furthermore, findings show that, the state-owned media continues to maintain a dominance position. However, both private and state media (broadcast and print)

cover all parts of the country. Districts are setting up new radio stations for their areas, and some radio stations have been set up for refugees. The stations broadcast in Kinyarwanda and Kirundi languages, which are understood well by the beneficiaries. However, they are concentrated in cities and towns, where access to facilities is easier than in rural areas. Freedoms of speech and association are widely enjoyed by Tanzanians, including the members of the opposition and journalists. The new media bill, which was in pipeline, has not yet been passed into law and consultations with all stakeholders are still on.

4.2.3 A Distribution of Media Outlets in Tanzania Mainland and Island

On the mainland, the media is dominated by the state-owned Tanzania Broadcasting Corporation (TBC) Radio and TV, while on Zanzibar it is dominated by the state-owned TV Zanzibar (TVZ), Zanzibar Radio (STZ) and *Zanzibar Leo*, the only island-produced newspaper. In 2007, TBC started the conversion process into a public service broadcaster.

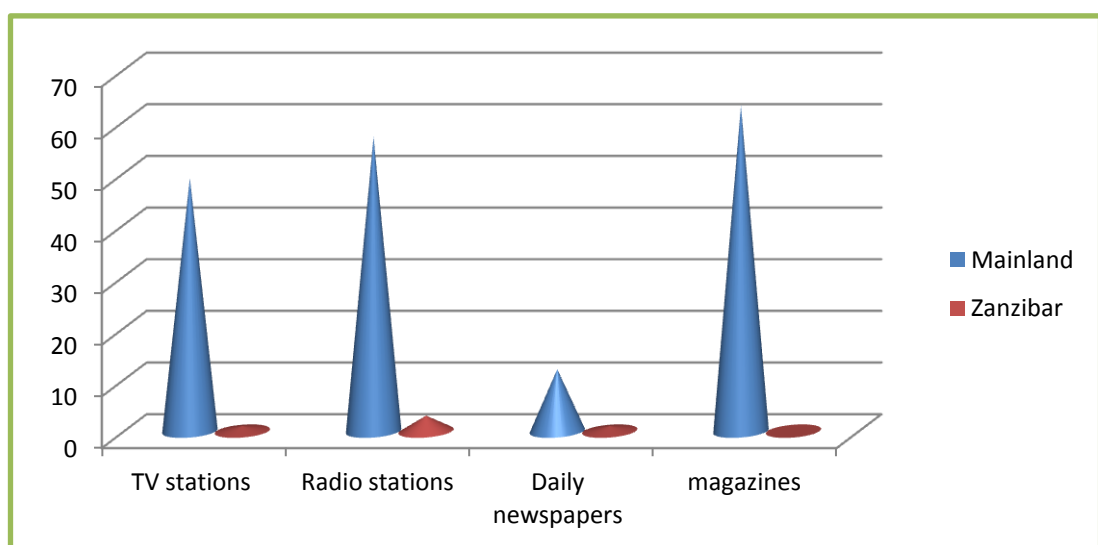


Figure 4.4: Distribution of Media Outlets in Tanzania Mainland and Island

Source: Research Findings, 2013

However, the study found that the director general and its board of directors are still appointed by the President and the Minister of Information, Culture and Sport, raising concerns about TBC's independence from the government.

In Zanzibar, where the main radio and TV stations (Zanzibar Radio and TVZ) are state-owned, the population receives much of their mass media information from government-controlled outlets. Private owned radio stations are Chuchu FM, and Coconut FM, Bomba FM and others. This is particularly relevant in the case of Pemba which, unlike its sister island Unguja, does not receive signals from a number of mainland private radio and TV stations. The higher comparative quality of mainland programs ensures a wider following in Unguja.

4.2.4 A Registration Trend for Newspaper from 1993 to June, 2012

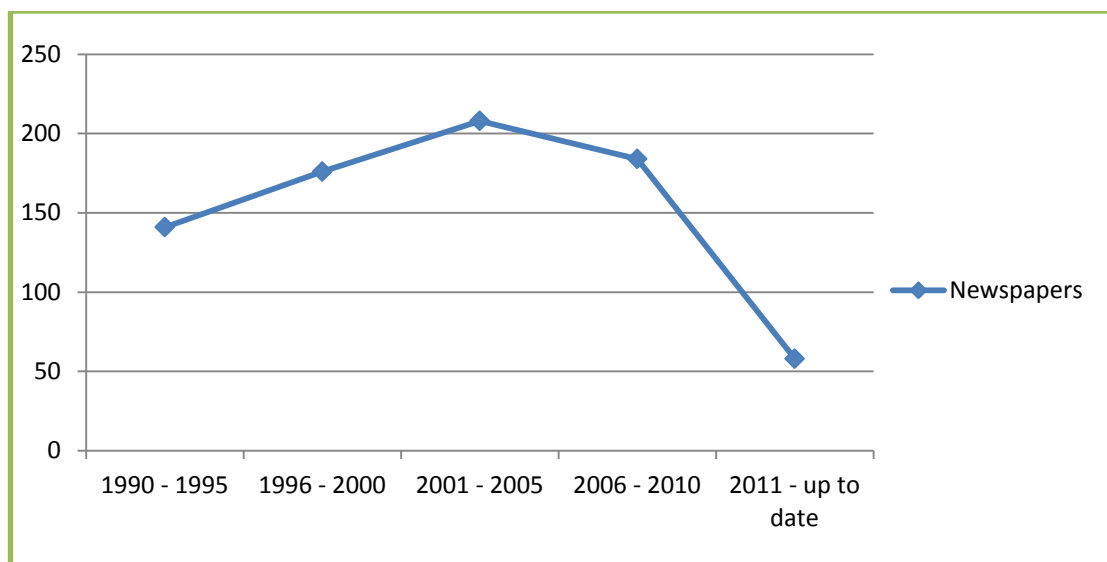


Figure 4.5: Registration Trend for Newspaper from 1993 to June, 2012

Source: Research Findings, 2013

From figure 4.5, the current records from the Tanzania Information Services (MAELEZO) indicate that there are 761 registered newspapers/magazines, among

these, 13 newspapers are published daily, and 63 magazines published weekly. This finding attributed by the increment of media associations; in Tanzania there are more than 20, some of which have national, regional, and niche interests. The Tanzanian media, through their different associations, have occasionally influenced MAELEZO to further register more newspapers in order to quantify the Article 18 of the Constitution. The last publication to be registered known as Book Marked, a weekly newsletter owned by Desktop Production with 3000 copies circulating capability for advertising purposes.

Moreover, from figure 4.5 confirms the growth of the media sector in Tanzania, the findings show that new investors showing interest despite the high taxes demanded by the government. For instance The Aga Khan Media Group (owns Mwananchi Communications Limited) recently started new newspapers and a radio and television station in Dar-es-Salaam city, joining other local businessmen like Mengi, (owner of IPP Media) who have begun to venture into the sector.

4.2.5 Media Legal Framework

The Article 18 of the Constitution elaborates that Freedom of expression is guaranteed by the Constitution, which also bans censorship. However, the legal framework governing the media consists of a number of laws and regulations widely perceived as outdated and inadequate and that if enforced could create a hostile environment for media freedom. The Newspapers Act of 1976 provides for the establishment and regulation of print media through the Registrar of the Tanzania Information Services (MAELEZO). However, the Act also provides discretionary powers to the President who can prohibit any publication for reasons of national

interest. The Act gives similar discretionary powers to the minister responsible for information. The Broadcasting Service Act of 1993 and the Tanzania Communications Regulatory Authority Act of 2003 established the Broadcasting Services Commission, which issues broadcasting licenses and regulates and supervises broadcasting activities by media outlets in the country. The National Security Act of 1970 prohibits the publication of any confidential government material. The Civil Service Act of 1989 prohibits any commissioners or civil servants from disclosing information received during the course of government employment without prior consent from the relevant ministry.

Thus, findings show that legal contextual needs reform; as it is put open that the proposals to reform or repeal these laws in order to ensure greater media freedom are currently underway. In 2006, the government drafted the Freedom of Information Act with the aim of reforming the media legal framework. However, the bill was strongly criticized by media stakeholders for its unsatisfactory media provisions; stakeholders subsequently proposed a new drafting of the Freedom of Information and Media Services Act (Draft Media Services Act 2008 for Mainland and Media Services Act 2010 in Zanzibar).

4.3 To Assess the Contributions of Foreign Human Resources in the Development of Media Professional in the Tanzania Context

The National Employment Policy (2008) recognises the role of foreign workers for the use of technology and skills that are not available locally. It is put clear on the Rationalising the Employment of foreigners in Tanzania, that the Government recognizes the role of foreign workers for the use of technology and skills that are

not available locally, particularly those foreign workers who will facilitate the acquisition of the required skills by local personnel, through training for skills transfer in strategic areas.

However, there is a growing tendency of investors to employ foreigners in jobs that could be well performed by Tanzanians thus depriving them of the rights of employment and in many cases skills transfer is not effectively undertaken, (National Employment Policy 2008: Pp 25-26).

Based on the interview questions imposed to the ministry, whereby researcher needed to know where the existence of foreigners has contributions in the development of media professional in the Tanzania context. The findings were as follow: from the ministry, it acknowledges that for the purposes of addressing scarce and critical skills gaps demanded by emerging investments, the Government in collaboration with the private sector and other stakeholders established mechanism to provide employment permits only to foreigners with appropriate skills and technical expertise that is not readily available in Tanzania.

Furthermore it is open that employers shall be required to put in place and implement mechanisms for ensuring skills transfer from foreign workers to local workers and shall limit the duration of stay of the foreign workers in the country. And Labour market information and services is developed to supply information on available skills and the need for foreign skills in Tanzania.

On the 250 questionnaire distributed to varied personnel who in one way or another link in this field the following were the findings:

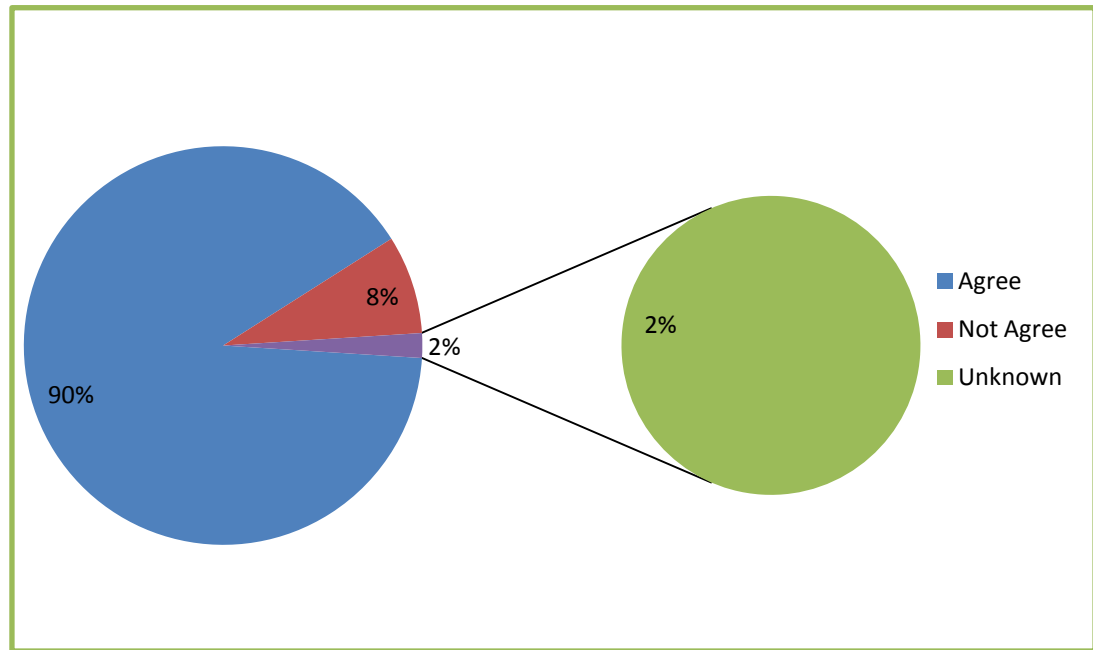


Figure 4.6: The Response on Whether Foreign Human Resource Have Contribution in the Development of Media Professional in Tanzania

Source: Research Findings, 2013

The findings above show that majority of respondents (approximately 90%) agreed on the fact that foreign human resources' have contributions in the development of media professional in the Tanzania. The respondents asserted that foreign workers are advanced in using technology and skills that are not available in Tanzania vicinity.

Hence, their presence adds more value as they generous in sharing their knowledge and experience with local Tanzanians and because of that they come out transformed through training for skills transfer in strategic areas.

Contrary to the respondents who responded on whether foreign human resources' do not have contributions in the development of media professional in the Tanzania; Figure 4.7 below provide the findings on this group.

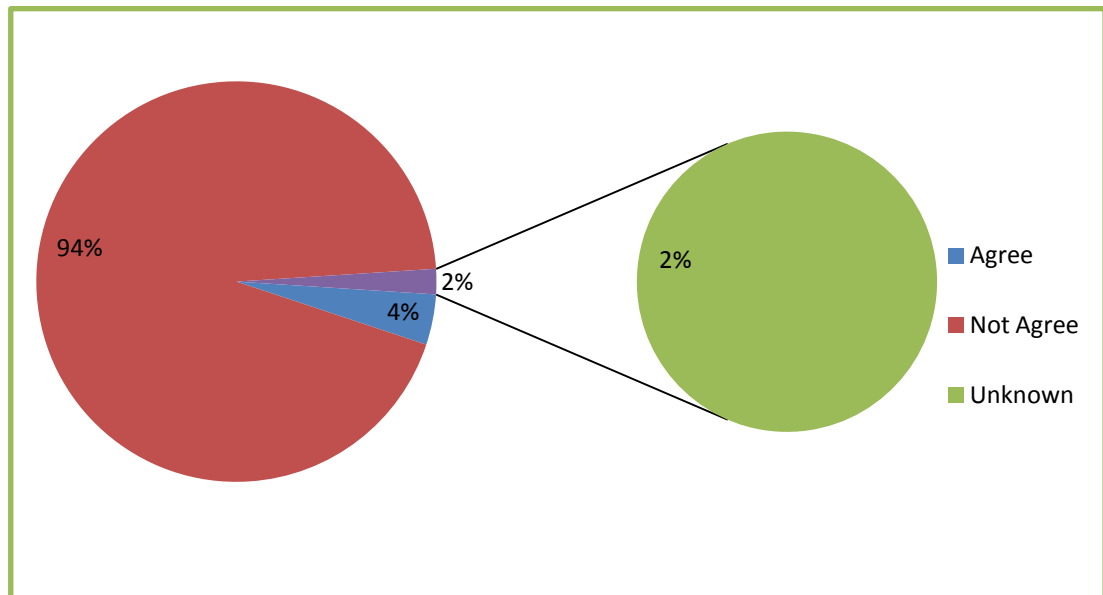


Figure 4.7: Percentage of the Response on Whether Foreign Human Resources' Do Not Have Contributions in the Development of Media Professional in Tanzania

Source: Research Findings, 2013

Figure 4.7 shows that the majority of respondents (approximately 94%) disagreed on the fact that foreign human resources' do not have contributions in the development of media professional in the Tanzania. The 4% of the respondents, who agreed that foreign human resources' do not have contributions in the development of media professional in the Tanzania asserted that their existence may lead to sedition and unemployment as they may have the hidden agenda on their reporting style. They are however take position that might be taken by qualified Tanzanians.

4.4 To Investigate the Effectiveness of Foreign Human Resources in Performing Their Duties

In approaching this objective, researcher tried to investigate what has been done by foreigners in media industry. The researcher was led by some question: What is the effectiveness of foreign human resources in performing their duties.

The findings were mostly relying on the Creativeness and Hardworking of foreign human resources in performing their duties. The researcher distributed specific 50 questionnaires to local media personnel mainly in obtaining actual position of this objective.

Table 4.2: The Response on Whether Foreign Human Resources Creativeness and Hardworking:

Response	Agree	Not Agree	Unknown	Total
Creativeness	48	2	0	50
Hardworking	40	9	1	50

Source: Research Findings, 2013

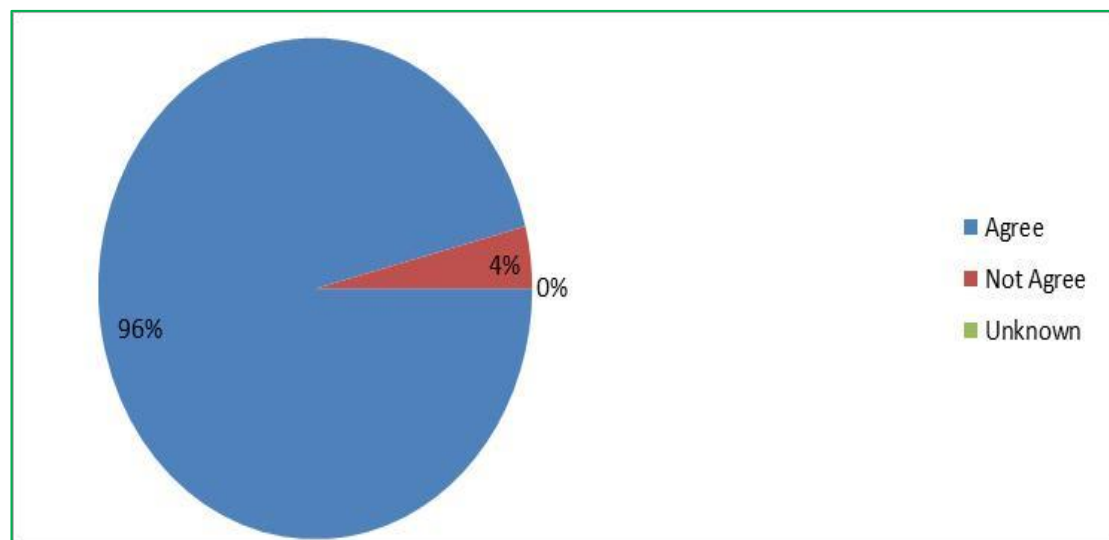


Figure 4.8: Percentage of the Response on Whether Foreign Human Resources' Creativeness

Source: Research Findings, 2013

From the table 4.2, the finding shows that 96% of the respondents who are equal to

48 media personnel agreed that foreign workers are creative toward their work; they ascribed that due to the competitive education they have, they have been innovating a number of jobs. They mentioned a usage the complex programmes in lay outing such as Linux software which is not familiar to most of locals. The 4% respondents disagreed, basing on the fact that, even Tanzanians could do the same if they were offered the competitive education and given an advanced tools to performance such assignments.

From figure 4.8, the finding shows that 96% of the respondents who are equal to 48 media personnel agreed that foreign workers are creative toward their work; they ascribed that due to the competitive education they have, they have been innovating a number of jobs.

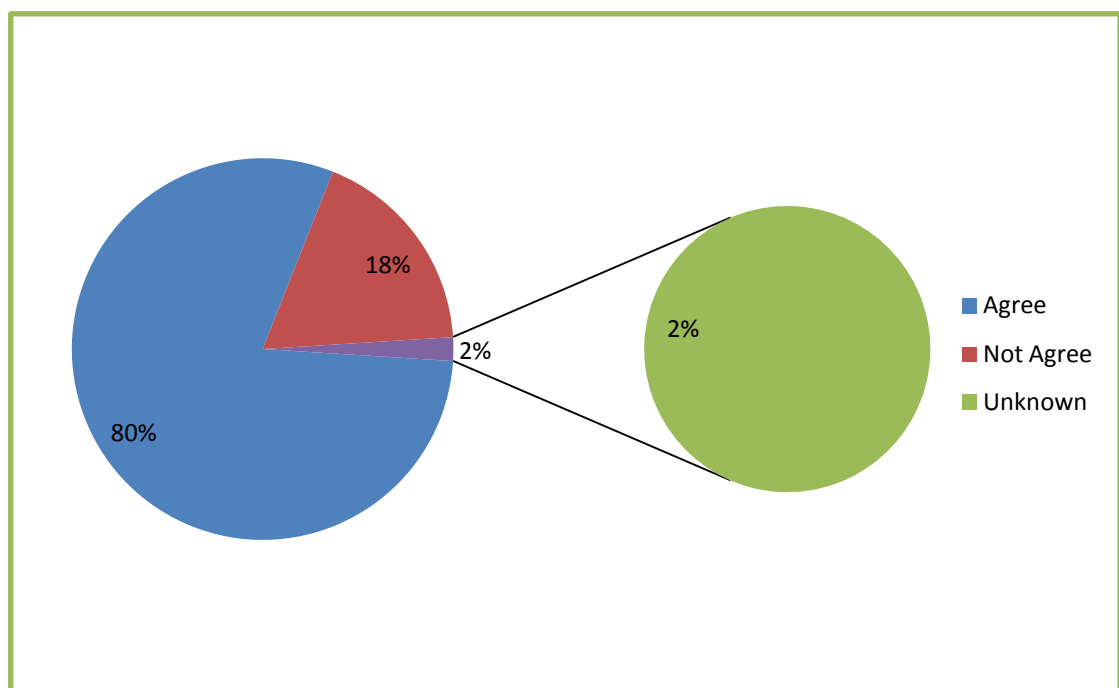


Figure 4.9: Percentage of the Response on Whether Foreign Human Resources' Hardworking

Source: Research Findings, 2013

From Figure 4.9, the finding show that 80% of the respondents who are equal to 40 media personnel agreed that foreigners are hard workers; they attributed that if they are assigned work and other duties, they can meet deadlines compared to locals. While 18% disagree on this concept.

They recounted that, the portion of work assigned to foreign workers is minimal compared to Tanzanians, and hence they disagreed that that foreign are hard workers. The rest two per cent did not respond to this perception acknowledging that they all know what to do in performing their work.

4.5 To Identify Social and Political Problems Caused By Foreign Human Resources in Tanzania

It is accepted that the coming of foreign workers in Tanzanian media industry has been of positive side, for instance they have attributed the conversion of Tanzanian Analogue System (TAS) to Digital System which will see on the 31st of December 2012 to mark the end of the TAS. This exercise is taken care by the Chinese Company known Star Media Group famously known as Star Times.

However, there are various generalized opinions on the impact of foreign workers in Tanzanian economy and society. It is assumed that foreign employees are generating difficulties in the Tanzania's culture in particular. From the findings, following are the various impacts of foreign human resources in Tanzania:

i. Social Problem

Finding reveals that as other permitted and prohibited immigrants, foreign labour also poses many social problems and makes impacts on the local Tanzanians. They

make many social problems like spread of infections, embezzlement, burglary, dishonest, rape, murders, and illegitimate settlements and so on.

Researcher tried to make an effort to obtain data on what physical problems were caused by foreigners. However, due to the bureaucracy departments responsible did not reveal what exactly done by foreigners.

ii. Political Stability

The influx of foreign workers in Tanzania have been posturing many insinuations on political issues. It is assumed that most of them have been doing contrary to what they have come for. The Tanzanians are worried for the Country's social, economic, political stability, unity and reservation. They are feared of flattering a minority group unable to express views, influence or control the country politically if the invasion of foreign workers in the country cannot controlled.

The findings show that in one incidence a foreign reporter engaged herself in Chama cha Demokrasia na Maendeleo (CHADEMA) demonstration held in Arusha. This incidence confirms an extra movement of these so called foreign correspondents who work in Tanzanian media industry.

iii. Cultural Contamination

The findings show that some radio and television stations are used by investors and corporations to foreign media spreading the policies and culture of foreign countries and thus affect the traditions and our culture at large. Some foreign investors also control the content of some of the media in the country, and thus affect the patriotic attitude of the people. Our way of living is easily being distorted with continued

arrivals of foreign labour in our country. Hence, they may alter the cultural and social commands of the normal practice of the Tanzanians in media industry. Therefore, the Government must a close look on them in order maintain Tanzanian culture.

iv. Economic Issues

It cannot be denied that the use of temporary foreign labour enables the rapidly growing economics and societies to fill manpower needs; also, it is notably known that a main objective of foreign workers to any nation is money. They work very hard to ensure that they get better salaries and other compensations.

However, the pay levels for journalists have remained low, compared with other sectors, despite the rising inflation rate. Reporters prefer killing good stories in exchange for money because they find it more lucrative than running them in their media houses. As the rate of unemployment has risen, many journalists are working as freelancers under poor conditions, with little or no pay.

The broadcasting sector, especially program announcers and presenters, are better paid than their colleagues in the print media. A few media houses have managed to import modern facilities and equipment for use in news gathering and broadcasting. Such equipment includes digital studio equipment, recorders, and digital video and still cameras, which have helped to produce better-quality news reports.

However, data shows that foreign workers have had an impact on the wage structure, labour market, competition with nationals. It is noted that they receive higher salaries than their co-workers who are Tanzanian nationals with same qualifications!

Another apparent awful shock is the high transfers of funds throw out by foreign workers to their home countries. Due to the higher compensations they obtain, foreign workers also thought to be accountable for the elevated rate of inflation because of their increased requirements. Due to the tax holidays; they enjoy public supplies without paying taxes. Hence, they become a burden in the Tanzanian economy.

v. Loss of Employment for Nationals

An influx of foreign workers in Tanzania media industry is imposed a great threat to Tanzanian national. During an interview with the in charge of journalists registration in the Ministry of Information, Culture and Sports, it is revealed that due to the East African Common Market which allows free movements of East Africans most of them are hired due to the fluency in English language. This situation has attributed to the wage rate for local workers to go down.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendation made with regard to the study findings and objectives.

5.2 Summary of Findings

From the findings of this study, the researcher found out that providing and receiving information across the world have recognized as one of human rights. United Nations, the African Union are official declarations that the government has ratified the right receive and impart information. This right, like many other rights all supplied in accordance with the duty of every citizen in the community and individual human freedom.

Hence, this right has been attracting an influx of varied personnel to engage them in this sector as it touches every one's life.

The Constitution of the United Republic of Tanzania of 1977, Article 18 of the Constitution states that:

- a. Has a freedom of opinion and expression of his ideas;
- b. Has out right to seek, receive and, or disseminate information regardless of national boundaries;
- c. Has the freedom to communicate and a freedom with protection from interference from his communication;
- d. Has a right to be informed at all times of various important events of life and activities of the people and also of issues of importance to the society.

Furthermore, according to the Broadcasting Services Policy, 1993, media industry sector has grown much since the Information and Broadcasting Policy the first was issued in 1993. Number of newspapers has been increasing from two (2) in 1992 to twelve (12) in January, 2003. Moreover, the number of weekly newspapers increased from five in 1992 to 30 in January, 2003. Likewise, the number of radio stations in Tanzania Mainland increased from one in 1992 to 30, In January 2003. Tanzania mainland now has more television stations than 30 including Tanzania Broadcasting Corporation (TBC) established in 2000. When the policy is issued in 1993, there was no even single TV station.

Moreover, the number of journalism training colleges has grown from two in 1993 to eight in January, 2003. Similarly, the Tanzania Broadcasting Commission was established in 1993 to manage the Broadcasting Sector and later, in 2003, Tanzania Broadcasting Commission was replaced by the Tanzania Communication Regulatory Authority (TCRA). The increase of private media stations is attributed by the Tanzania Investment Act, 1997 which has put in place investment incentives which provide a soft landing platform to all investors during the initial stage of the projects implementation. These incentives are both fiscal and no-fiscal.

The researcher found out that, incentives offered to investors in Tanzania include; investment allowances which are forms of tax relief that are based on the value of expenditure on investment, capital repatriation which allows investors to take out of the country any gains in their capital, tax holidays which allow investors to operate without paying taxes for a particular period of time and tax credits which is earned as a fixed percentage of investment expenditures incurred.

Hence, most of foreigners have been investing in media industries. An example of private owned firm is Mwananchi Communication Limited (MCL), which employed many foreigners. However, a large percentage of newspapers and other publications are read more urban areas where supply is simple, and the level of knowledge read and write is higher. The current records from the Tanzania Information Services (MAELEZO) indicate that there are 761 registered newspapers/magazines, among these, 13 newspapers are published daily, and 63 magazines published weekly. Hence, an availability employment positions in the field attract huge number of people especially foreigners to seek for vacancies in Tanzania where nationals cannot fit.

It is also observed that inadequate of competitive education among Tanzanian nationals, which is catalyzed by few universities providing media professionals and who mostly do not meet the needs of the nation has influenced foreigners to come and work in Tanzania.

5.3 Conclusion

From the discussed and analyzed findings, the researcher concludes that one of the reasons contributed to employment of foreigners in the media industries is lack of competitive education among journalists. During data collection, researcher observed that many journalists have no professional training. This is catalyzed by few universities providing media professional and which mostly do not meet the needs of the nation. In addition, many private colleges have no permanent residence, no curriculum; they do not have enough materials and have teachers with higher education and experience. Thus, the training offered by some institutions of information is the level below the amount that does not meet the level of

professionalism required. Also, due to the complexity of existing laws private colleges teaching facilities, the media have been established as a trading company.

In addition, the researcher found out that the contributions of the foreign human resources in Tanzania's economy influences indigenous journalists to adopt the new technology brought by these foreigners and innovation as well. The effectiveness of these foreigners is posed by their contribution toward hardworking spirit and creativeness.

However, it is anticipated that their existence may lead to sedition and unemployment as they may have the hidden agenda on their reporting style. They are however take position that might be taken by qualified Tanzanians.

5.4 Recommendations

From the findings, researcher found the confusion between regulations and policies in regulating foreigners in Tanzania. Among other regulations and policies, the Tanzania Investment Act, 1997 and the Broadcasting Services Act, 1993; while the former advocacy that, a foreigner can come and invests in the country based on the capital s/he has. The latter argues that, a foreigner can come and invest in the media industry in a sense that they own only 49 per cent of shares and the rest 51 per cent should be owned by Tanzania nationals.

Thus, researcher recommends to the government that there is a need to harmonise regulations and policies in order to align work flow between governments departments. Moreover, in order to retain the required status, the researcher recommends that the government should put in practice a sensitive mechanism that

will ensure that despite of their contribution to the field; foreigners working in the media industry follow laws of the country.

Based on the Broadcasting Services Act, 1993 that insisting on the ensuring the operating of media industry should in the hands of Tanzanians and foreigners are hired only if their expertise is not available in the country. Hence, researcher further recommends that, there is no need to employ them in areas where Tanzanians fit.

On the development of the competitive local human resource: it is insisted by the various Government policies, the human resource is definitely the most important aspect of production because it is capable of transforming all the other factors for the betterment of human life and human welfare. Developing and utilising this resource effectively increases its productivity and its capital value. Thus, researcher advises that human resources development must be one of the leading objectives on the nation's development agenda.

The National Economic Empowerment Policy, 2004, provides a general guideline which ensures that the majority of the citizens of Tanzania have access to opportunities to participate effectively in economic activities in all sectors of the economy.

In this regard, sector policies will give preferential treatment to nationals where necessary so as to enhance their bargaining position and opportunities. Hence, the researcher recommends that the government should also ensure that it provides a competitive environment to Tanzanians so as they can compete against foreigners in media industry investment as it is guided by this policy.

5.5 Further Research

From the findings of this study, researcher assumes that, there are some areas that need further examinations. Among others the following are evidently seen as vicinities that need deeper investigation:

Foreigner Employment, further studies needed to be done in order to ensure that working permit issued to foreign workers in the country do not prejudice skilled Tanzanians access to employment opportunities emerging from local and foreign investments.

Taxation of foreigners, further studies may go in details and scrutinising taxes that are imposed on them. These studies can assist in developing laws that may include the strengthening of regulations relating to policy making issues so as to increase Tanzania's revenues.

Salary equity, as it is shown above, there are inequality in salary and other remunerations payments to staff who have equal qualifications; nationals are paid less than foreigners. Hence, researcher sees an importance of examining this area in order to equalise compensations package to all employee despite of their race or origin.

Security matters, the objective should be to study the setup of a special unit which will monitor day to day activities of foreigners working in Tanzania. We have witnessed a number of foreigners who have been diverting from the original purpose (provoking their working/residence permits) by doing controversial activities such as human trafficking, drug dealing and even participating in political matters contrary to our Land's Laws.

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Schedule of Activities

The duration of the field work is expected take about four months. The time is scheduled in terms of 18 weeks starts on Thursday, February 02 - 04, 2012, where a comprehensive Research Proposal Seminar will be conducted. Then a four week preparation of the research proposal follows. The rest of activities are shown hereunder:

Fieldwork Schedule

[illegible]

Budget

S/N	PARTICULARS	NUMBER OF DAYS	COST PER DAY(TSH)	AMOUNT (TSH)
1.	Transport allowance	90	20,000/-	1,800,000/-
2.	Breakfast and meals allowance	90	10,000/-	900,000/-
3.	Data collection allowance	30	-	300,000/-
4.	(a) Stationeries	-	-	250,000/-
	(b) Flash disk	-	-	50,000/-
5.	Secretarial services			
	(a) printing			200,000/-
	(b) photocopy	-	-	50,000/-
	(c) binding	-	-	50,000/-
	(d) internet	-	-	50,000/-
	(e) credit top up (vouchers)	-	-	200,000/-
6.	Miscellaneous expenses	-	-	65,000/-
	TOTAL			3,915,000/-

APPENDICES

Appendix I: Assistance Letter

P.O. Box 36120

Dar es Salaam

March 25, 2012

To Whom It May Concern:

Dear Sir or Madam:

RE: RESEARCH ASSISTANCE

I am a last year student pursuing a Master of Human Resources Management, at The Open University of Tanzania.

As a requirement for the completion of my studies, it is stipulated that, I should undertake a research on any preferred subject. My preferred Topic is ***The Impact of Foreign Human Resources in Tanzania. A Case of Media Industry.***

Therefore, I would like to take this opportunity to ask you to assist me in filling in/ answering my questionnaire, attached herewith.

For the quickest respond, I request you to use my personal contacts, shown hereunder. It is my anticipation that you will offer me your esteemed time in filling my questionnaires.

Thanks in Advance.

Sincerely yours,

.....

SAIDI AHMED MKABAKULI

Personal Contacts:

P.O. Box 36120 Dar es Salaam

Cell: +255 713 898081 Email: mkabakuli@live.com

Appendix II: General Questionnaire

QUESTIONNAIRE

Instructions:

This question intends to collect data about: *The Impact of Foreign Human Resources in Tanzania. A Case of Media Industry.*

1. Each respondent serve as representative of others.
2. This questionnaire consist of two type or question
 - (a) Questions which need a tick (V)in the appropriate box of the option.
 - (b) Question which need fill or explanation.
3. Please kindly answer these questions correctly as instructed but you are free to skip any question you fill uncomfortable to respond.
4. The researcher asks you maximum cooperation to make this work successful.
5. This is not a test there is no correct or wrong answer response.
6. Confidentiality will be regarded to all given information, to be used only for the intended purpose.
7. Don't write your name anywhere in this questionnaire.
8. The researcher expects this questionnaire before May 01, 2012.

Thank you for your cooperation

Questions:

1. What is your sex?

(i) Male ()

(ii) Female ()

2. What is your age group

(i) 18 - 24 ()

(ii) 25 – 30 ()

(iii) 31-35 ()

(iv) 36 – above ()

3. What is your education level?

(i) Primary education ()

(ii) Secondary education ()

(iii) Advanced level ()

(iv) College/University ()

4. What is your occupation.....

5. Do you know anything concerning foreign workers?

(i) Yes ()

(ii) No ()

6. Do you think globalisation as contributed integration in influx of people working in other nations?

(i) Yes ()

(ii) No ()

7. Is it true that foreign workers have effects while working in Tanzania?

(i) Yes ()

(ii) No ()

If yes, what are they?

.....

.....

.....

8. Do you know other reasons that foreign workers attribute while working in Tanzania?

If yes, mention the reasons

.....

.....

.....

Do you know other socially and politically impacts that are caused by foreign workers, please mention them

.....

.....

.....

Appendix III: Specific Questionnaire

QUESTIONNAIRE

Instructions:

This question intends to collect data about: *The Impact of Foreign Human Resources in Tanzania. A Case of Media Industry.*

1. Each respondent serve as representative of others.
2. This questionnaire consist of two type or question
 - (a) Questions which need a tick (V) in the appropriate box of the option.
 - (b) Question which need fill or explanation.
3. Please kindly answer these questions correctly as instructed but you are free to skip any question you fill uncomfortable to respond.
4. The researcher asks you maximum cooperation to make this work successful.
5. This is not a test there is no correct or wrong answer response.
6. Confidentiality will be regarded to all given information, to be used only for the intended purpose.
7. Don't write your name anywhere in this questionnaire.
8. The researcher expects this questionnaire before May 01, 2012.

Thank you for your cooperation

Questions:

1. What is your sex?

(i) Male ()

(ii) Female ()

2. What is your age group

(v) 18 - 24 ()

(vi) 25 – 30 ()

(vii) 31-35 ()

(viii) 36 – above ()

3. What is your education level?

(v) Primary education ()

(vi) Secondary education ()

(vii) Advanced level ()

(viii) College/University ()

4. What is your occupation.....

5. Do you know anything concerning foreign workers (Journalists)?

(i) Yes ()

(ii) No ()

6. Is it true that foreigners come and work in Tanzania? Why?

Please mention reasons

.....

.....

.....

7. Is it true that foreign workers (Journalists) have effects while working in Tanzania?

(i) Yes ()

(ii) No ()

If yes, what are they?

.....

8. How many of them in Tanzania right now?

8.1 How many are male

8.2 How many are female

9. What is a mean per year?

10. Do you have statistics that show number of foreign workers (Journalists) in every media house?

10.1 If Yes, please arrange them accordingly. Eg. Mwanachi Communications Ltd 10 reporters, 1 Managing Editor etc

10.2 If No, why?

11. What policy/act regulates foreign workers (Journalists) while working in Tanzania?

12. Do you offer working permits to foreign workers (Journalists) working in Tanzania right now? What are the requirements? (Please, attach it)

13. Don't think that giving them opportunities to work hindering employment for Tanzanians with the same qualifications?

14. Do you know other reasons that foreign workers (Journalists) attribute while working in Tanzania?

If yes, mention the reasons

.....

.....

.....

Do you know other socially and politically impacts that are caused by foreign workers (Journalists), please mention them

.....

.....

.....

Thank you for your cooperation

Appendix IV: Interview Questions**INTERVIEW QUESTIONS**

1. Do you know anything concerning foreign workers?
2. How are foreign human resources contributing to advancement of media professional in the Tanzania context?
3. Is it true that foreign workers have effects while working in Tanzania?
4. Do you know other reasons that foreign workers attribute while working in Tanzania? If yes, mention the reasons
5. Do you know other socially and politically impacts that are caused by foreign workers, please mention them
6. What is the effectiveness of foreign human resources in performing their duties?
7. What are social and political problems caused by foreign human resources in Tanzania?
8. What other measures do you propose in order to curb/maintain effectiveness of foreign human resources while working in Tanzania?
9. Do you have any other contributions in order to improve this study?

Thank you for your cooperation

SAIDI AHMED MKABAKULI

(Master of Human Resources Management Student)

Appendix IV: Licensed Content Service Providers:

No	Name of Licensee	Address	Authorized Service Area and Location of Base Station	Authorized Service Area
1.	Radio One	P.O. Box 4374 DAR ES SALAAM TEL:+255 22 2775915/6 FAX: +255 22 2775915 E-mail:itv@ipp.co.tzwww.ippmedia.com	National (COMMERCIAL) Dar es Salaam	National
2.	Radio Free Africa (RFA)	P.O. Box 1732 MWANZA TEL:+255 28 2500713/2503262 MOBILE:+255 784 782237 E-mail: info@radiofreeafrica.co.tz www.radiofreeafrica.co.tz	National (COMMERCIAL) Mwanza	National
3.	Radio East Africa FM	P.O. Box 4374 DAR ES SALAAM TEL:+255 22 2775916/4 FAX: +255 22 2772752 E-mail: info@eatv.tv www. eatv.tv	National (COMMERCIAL) Dar es Salaam	National
4.	Clouds Entertainment	P.O. Box 31513 DAR ES SALAAM TEL:+255 22 2123919 / 784 700488 FAX:+255 22 2124647 E-mail: cloudsfm@clouds.com	National (COMMERCIAL) Dar es Salaam	National
5.	TBC Taifa	P.O.Box 9191 DAR ES SALAAM TEL:+255 222860760 FAX: +255 222865577 E-mail: info@tbcorp.org www.tbcorp.org	National (COMMERCIAL) Dar es Salaam	National
6.	PRT Radio Tanzania	P.O.Box 9191 DAR ES SALAAM TEL: +255 222860760 FAX: +255 222865577 E-mail: info@tbcorp.org www.tbcorp.org	Regional (COMMERCIAL) Dar es Salaam	Regional
7.	Radio Kwizera	P.O. Box 154 NGARA TEL: +255 28 2820241/2223679 FAX: +255 28 2223795 E-mail: rkpd@jrstz.co.tz rkngara@jrstz.co.tz	Regional (NON-COMMERCIAL) Ngara	Regional
8.	Radio Tumaini	P.O. Box 9916 DAR ES SALAAM	Regional (NON-	Regional

		TEL:+255 22 2117307; 2112594 FAX: +255 22 2112594 E-mail: tumaini@cats-net.com	COMMERCIAL) Dar es Salaam	
9.	Passion FM	P. O. Box 10748 MWANZA TEL: +255 282540984 MOBILE: +255 784604052; +255 717109910 E-mail: mwanza@passionfmtz.com dar@passionfmtz.com	Regional (COMMERCIAL) Mwanza	Regional
10.	Radio Kiss FM	P.O. Box 1732 MWANZA TEL: +255 28 2500713; 2503262 MOBILE: +255 784 782237 E-mail: info@kissfmtz.com	Regional (COMMERCIAL) Mwanza	Regional
11.	Radio SautiyaInjili	P.O. Box 777 MOSHI TEL:+255 272750080 FAX: 255 272750262 E-mail: radio@elct.org	Regional (NON-COMMERCIAL) Moshi	Regional
12.	Radio Maria	P.O. Box 34573 DAR ES SALAAM TEL:+255 22 2773837 MOBILE: +255 754 773137 FAX:+255 22 2771727 E-mail: info.tan@radiomaria.org www.radiomariatanzania.co.tz	Regional (NON-COMMERCIAL) Songea	Regional
13.	Radio Uhuru FM	P.O. Box 9221 DAR ES SALAAM TEL:+255 22 2180203 FAX:+255 22 2180203 E-mail: radiouhuru@hotmail.com E-mail: radiouhuru@yahoo.co.uk	Regional (COMMERCIAL) Dar es Salaam	Regional
14.	Radio Mwangaza FM	P.O. Box 970 DODOMA TEL:+255 26 2353097 FAX: +255 26 2353038 E-mail: mwangazafm@yahoo.com mwangazafm@hotmail.com www.mwangazafm.gq.nu	Regional (NON-COMMERCIAL) Dodoma	Regional
15.	Radio Imaan FM	P.O. Box 6011 MOROGORO Mobile: +255 784 223779, +255 784 330844 , +255 713 596223 +255 713 322533 FAX: +255 232613791 E-mail: imaanfm@yahoo.com	Regional (NON-COMMERCIAL) Morogoro	Regional
16.	Capital Radio	P.O. Box 8840 DAR ES SALAAM	Regional	Regional

		TEL:+255 22 2775915/6 FAX: +255 22 2775915 E-mail: itv@ipp.co.tz www.ippmedia.com	(COMMERCIAL) Dar es Salaam	
17.	Times Radio FM	P.O. Box 71439 DAR ES SALAAM TEL:+255 22 2128555 Mobile: +255 786 038962 +255 782 025025 FAX:+255 22 2128555 E-mail: radiotimesfm@yahoo.com	Regional (COMMERCIAL) Dar es Salaam	Regional
18.	Safina Radio FM	P.O.BOX 1109 ARUSHA TEL: +255 27 2506735 Mobile:+255 784 366518 +255 758 366518 E-mail: dchristlife@yahoo.com	Regional (NON-COMMERCIAL) Arusha	Regional
19.	Sibuka FM Radio	P.O. Box 221 MASWA TEL:+255 28 2750360 FAX:+ 255 28 2750360 E-mail: gnangale@yahoo.com	Regional (COMMERCIAL) Maswa	Regional
20.	Radio 5 Arusha	P.O. Box 11843 ARUSHA TEL: +255 27 2503622 MOBILE:+255 756 799999 E-mail: sikutegemea@yahoo.com	Regional (COMMERCIAL) Arusha	Regional
21.	Radio Ebony FM	P. O. Box 70270 IRINGA TEL: +255 26270114 FAX: +255 26270115 E-mail:radioebony@ebonyfm.com	Regional (COMMERCIAL) Iringa	Regional
22.	Radio Kili FM	P.O. Box 1335 MOSHI TEL: +255 27 27 51192 MOBILE: +255 754318352 FAX: +255 27 27 50182 E-mail: radiokilifm@yahoo.com	Regional (COMMERCIAL) Moshi	Regional
23.	Country FM	P.O. Box 368, IRINGA TEL:+ 255 26 2701919 MOBILE:+255 754 307508 FAX:+255 26 2701919 E-mail: countryfm5@yahoo.com	Regional (COMMERCIAL) Iringa	Regional
24.	Classic FM Radio	P.O. Box 19045 DAR ES SALAAM TEL:+255 2116341/6 FAX:+255 22 2113112 E-mail: amgl@raha.com	District (COMMERCIAL) Dar es Salaam	Regional
25.	Magic FM	P.O. Box 19045	District	Regional

	Radio	DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112 E-mail: channelten@amlg.co.tz www.chten.tv	(COMMERCIAL) Dar es Salaam	
26.	Magic FM Radio	P.O. Box 19045 DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112 E-mail: channelten@amlg.co.tz www.chten.tv	District (COMMERCIAL) Dar es Salaam	Regional
27.	Radio Chemchemi	P.O. Box 34 SUMBAWANGA TEL:+255 25 2802014; 2802098	District (NON-COMMERCIAL) Sumbawanga	District
28.	Radio Saut FM Stereo	P.O. Box 307 MWANZA TEL:+255 28 2550090; 2550269; 2550270-2 FAX:+255 28 2550167	District (NON-COMMERCIAL) Mwanza	District
29.	Abood Radio	P.O. Box 127 MOROGORO TEL:+255 23 2603754; 2613877; 2601152 FAX:+255 23 2603039 E-mail:aboodmediatz@yahoo.com	District (COMMERCIAL) Morogoro	District
30.	Radio Faraja	P.O. Box 47 SHINYANGA TEL:+255 28 276304; 2762633; 2762593 Mobile: +255 715274478 E-mail: balina@africaonline.co.tz	District (NON-COMMERCIAL) Shinyanga	District
31.	Wapo Radio	P.O. Box 76837 DAR ES SALAAM TEL:+255 22 2851266 FAX: +255 22 2851266 E-mail: wapomedia@yahoo.com	District (NON-COMMERCIAL) Dar es Salaam	District
32.	Sunrise FM Radio	P.O. Box 10552, ARUSHA MOBILE:+255 754855724	District (COMMERCIAL) Arusha	District
33.	Radio Ukweli	P.O. Box 1171 MOROGORO TEL:+255 23 2614713; 2614977 Mobile: +255 754 821497 +255 754 443914 Email: ukweli@yahoo.co.uk	District (NON-COMMERCIAL) Morogoro	District
34.	Triple 'A' FM Radio	P.O. Box 11125 ARUSHA. TEL:+255 27 2544921 MOBILE: +255 754 333885 /784	District (COMMERCIAL) Arusha	District

		281321		
35.	Victoria FM Radio	P.O. Box 942 MUSOMA TEL:+255 28 2622944; 2622091 Mobile:+255 754 000906 victoriafm@africaonline.com victori2003@yahoo.com	District (COMMERCIAL) Musoma	District
36.	Praise Power Radio	P.O. Box 7291 DAR ES SALAAM TEL: +255 22 22 2780195 MOBILE: +255 773 349572 FAX : +255 22 22 2780195	District (NON-COMMERCIAL) Dar es Salaam	District
37.	Choice FM Radio	P.O. Box 32513 DAR ES SALAAM TEL:+255 22 2123919 Mobile: +255 784 700488 FAX: +255 22 2124647 E-mail: cloudsfm@clouds.com	District (COMMERCIAL) Dar es Salaam	District
38.	Radio Upendo	P.O. Box 13603 DAR ES SALAAM TEL:+255 22 2124221 / 6 /8 E-mail: upendoradio@yahoo.com	District (NON-COMMERCIAL) Dar es Salaam	District
39.	Radio Tumaini International	P.O. Box 9916 DAR ES SALAAM TEL:+255 22 2117307; 2112594 FAX: +255 22 2112594 E-mail: tumaini@cats-net.com	District (NON-COMMERCIAL) Dar es Salaam	District
40.	Mlimani FM Radio	P.O. Box 4067, DAR ES SALAAM TEL: +255 22 2700756; 2700236; 2773040 ; 2700238 FAX: +255 22 2700239 E-mail: ijmc@udsm.ac.tz www.ijmc.udsm.ac.tz	District (NON-COMMERCIAL) Dar es Salaam	District
41.	Morning Star FM	P.O. Box 77170 DAR ES SALAAM TEL: +255 22 2780680 Mobile: +255 756 677677 E-mail:morningstar_tz@yahoo.com	District (NON-COMMERCIAL) Dar es Salaam	District
42.	Radio Sautiya Quran	P.O. Box 21422 DAR ES SALAAM TEL: +255 22 2667008;2667830 FAX: +255 22 2668060 E-mail: bakwata@bol.co.tz	District (NON-COMMERCIAL) Dar es Salaam	District
43.	C.G. FM Radio	P. O. Box 2207 TABORA TEL:+25526 2605763 Mobile: +255 754 382719 +255 784 341273 FAX: +25526 2605763	District (COMMERCIAL) Tabora	District

		E-mail: cgfmradio@yahoo.com		
44.	Voice of Tabora	P.O. Box 84 TABORA Mobile: +255 784261761 +255 773361371 E-mail: aden.rage@yahoo.com	District (COMMERCIAL) Tabora	District
45.	Kasibante FM Radio	P.O.Box 770 BUKOB TEL: +255 28 2220354 Mobile: +255 784250080 +255 784 615600 FAX: +255 28 2220353 E-Mail: kasibantefmradio@yahoo.co.uk	District (COMMERCIAL) Bukoba	District
46.	Living Water FM	P.O. Box 6234 MWANZA MOBILE: +255 784 382585 +255 713 566080 E-mail: hlmagike@hotmail.com	District (NON-COMMERCIAL) Mwanza	District
47.	BomaHaiRadio	P. O. Box 27 HAI TEL: +255 27 2758441 FAX : +255 272756102	District (NON-COMMERCIAL) Hai	District
48.	Kitulo Radio	P.O. Box 6 MAKETE TEL: +255 262740016 FAX: +255 262740103 E-mail: maketecouncil@yahoo.com	District (NON-COMMERCIAL) Makete	District
49.	Radio Uzima	P.O.Box 491 DODOMA TEL: +255 26 2352810 FAX: +255 26 2354635 E-mail: radio-uzima@maf.or.tz	District (NON-COMMERCIAL) Dodoma	District
50.	Uplands FM Radio	P.O. Box 610 NJOMBE TEL: +255 26 2782828 FAX: +255 26 2782828 E-mail: uplandsfm@yahoo.com	District (COMMERCIAL) Njombe	District
51.	Qiblatain FM Radio	P.O. Box 80 IRINGA TEL: +255 262700488 FAX: +255 262700989 E-mail: qiblqtenfm103.6@hotmail.com	District (NON-COMMERCIAL) Iringa	District
52.	Moshi FM Radio	P.O. Box 933 MOSHI TEL: +255 27 2755330 FAX: +255 27 2750073 E-mail: radiomoshifm@yahoo.com	District (COMMERCIAL) Moshi	District

53.	Pambazuko FM Radio	P.O. Box 475 DAR ES SALAAM Mobile: +255 713 484628 +255 713 888877 E-mail: pambazukofm@gmail.com	District (COMMERCIAL) Ifakara	District
54.	Radio HabariNjema	P.O.Box 49 MBULU TEL:+255 27 2533113 FAX:+255 27 2533114 E-mail:mbuludiocese@yahoo.com	District (NON-COMMERCIAL) Mbulu	District
55.	Mbeya Highlands FM Radio	P.O.Box 32010 DAR ES SALAAM Mobile :+255 754386052 +255 754299752 E-mail:mbeyahighlands@yahoo.com	District (COMMERCIAL) Mbeya	District
56.	Radio Furaha	P.O.Box 511 IRINGA Mobile: +255 755204557 E-mail: nchavalla@yahoo.com	District (NON-COMMERCIAL) Iringa	District
57.	Bomba FM Radio Station	P.O.Box 157 MBEYA Mobile: +255 713345822 +255 784990416 E-mail:bombafm103.6@yahoo.com	District (COMMERCIAL) Mbeya	District
58.	Kahama FM Stereo Radio	P.O.Box 1065 KAHAMA Mobile: +255 714974799 +255 782806441 +255 683232184 E-mail: kahamafm@yahoo.com	District (COMMERCIAL) Kahama	District
59.	Kifimbo Radio Station	P.O.Box 1501 DODOMA Mobile: +255 713 262836 +255 713 218600 E-mail: kifimbofm@yahoo.com; kifimbo@yahoo.com	District (COMMERCIAL) Dodoma	District
60.	Baraka FM Radio	P.O.Box 377 MBEYA TEL: +255 25 2504139 FAX: +255 25 2504139 E-mail:barakafmradio@yahoo.co.uk	District (NON-COMMERCIAL) Mbeya	District
61.	Generations FM Radio	P.O.Box 1628 MBEYA TEL: +255 252500277 Mobile: +255 717 282828 +255 715 660556 FAX:+255 252500277 E-mail:shadrack@generation.co.tz;inf	District (COMMERCIAL) Mbeya	District

		o@generation.co.tz		
62.	Hot FM Radio	P.O.Box 537 IRINGA TEL: +255 262701114 FAX: +255 262701115 Mobile: +255 784 877788 +255 767000002 E-mail:radioebony@ebonyfm.com	District (COMMERCIAL) Iringa	District
63.	Radio Vision FM	P.O.Box 956 BUKOKA Mobile: +255 767 989829 +255 763146232 E-mail: radiovisionfmtanzania@yahoo.com	District (COMMERCIAL) Bukoba	District
64.	Nuru FM Radio	P.O.Box 795 IRINGA FAX: +255 262703112 Mobile: +255 754662224 +255 784662224 E-mail: idydc42@hotmail.com www.idydc.or.tz	District (NON-COMMERCIAL) Iringa	District
65.	Radio Huruma (HR)	P.O.Box 1108 TANGA TEL: +255 272645999 FAX: +255 272643548 Mobile: +255 713318561 +255 784680686 E-mail: radiohuruma@gmail.com	District (NON-COMMERCIAL) Tanga	District
66.	Pride FM Radio	P.O.Box 1014 MTWARA TEL: +255 222760460 FAX: +255 222760460 Mobile:+255 754287873 +255 715299981 E-mail:ramapride@878pridefm.com; info@878pridefm.com Web: www.878pridefm.com	District (COMMERCIAL) Mtwara	District
67.	Safari Radio	P.O. Box 1121 MTWARA TEL: +255 232334496 FAX: +255 232334495 Mobile:+255 784 501166 +255 655 501166 E-mail: info@safariradio.co.tz www. safariradio.co.tz	District (COMMERCIAL) Mtwara	District
68.	Radio Ushindi FM Stereo	P.O. Box 8437 DAR ES SALAAM Mobile: +255 754383276 +255 715383276	District (NON-COMMERCIAL) Mbeya	District

		E-mail: marcorapha@yahoo.com		
69.	Jogoo FM	P.O.Box 640 SONGEA TEL: +255 252602694 FAX: +255 252602694 Mobile: +255 713503995 +255 754490049 +255 755468080 E-mail: jogoofm@yahoo.com	District (COMMERCIAL) Songea	District
70.	HHC Radio Station	P.O.Box 6419 MWANZA TEL: +255 282500309 FAX: +255 282500309 Mobile: +255 762404383 E-mail: pastormurisa@hotmail.com	District (NON-COMMERCIAL) Mwanza	District
71.	Sport FM Radio	P.O.Box 230 DODOMA MOBILE: +255754 890936 +255786 890936 +255658 890936 E-mail: sportfn1@yahoo.com	District (COMMERCIAL) Dodoma	District
72.	Afya Radio FM	P.O.Box 1719 MWANZA TEL: +255 282541692 FAX: +255 282540256 Mobile: +255784227276 E-mail: tandabui@healthaccessstz.org	District (NON-COMMERCIAL) Mwanza	District
73.	KwaNeema FM Radio	P.O.Box 1301 MWANZA TEL: +255 282561390 FAX: +255282500676 MOBILE: +255754435861 E-mail: kwaneemafmradio@gmail.com	District (NON-COMMERCIAL) Mwanza	District
74.	Info Radio FM	P.O.Box 331 MTWARA TEL: +255 232334271 FAX: +255 232334273 Mobile: +255 713244735 +255 784244735	District (COMMERCIAL) Mtwara	District
75.	Planet FM	P.O.Box 1557 MOROGORO Mobile: +255 712179816 E-mail: mringof@gmail.com	District (COMMERCIAL) Morogoro	District
76.	MUM FM Radio	P.O.Box 1131 MOROGORO Mobile: +255655003744	District (NON-COMMERCIAL) Morogoro	District
77.	Ulanga Radio FM	P.O.Box 22 MAHENGE/ULANGA	District (NON-	District

		Tel: +255232620340 Fax: +255232620307 E-mail: ulanga.council@gmail.com	COMMERCIAL) Ulanga	
78.	Top Radio FM	P.O.Box 60113 MOROGORO MOBILE:+255715306699; +255787306699 E-mail: topradio77@yahoo.com	District (NON-COMMERCIAL) Morogoro	District
79.	Radio Metro FM Stereo	P. O BOX 228 MWANZA Tel: +255282502341 Fax: +255282502341 Mobile: +255754274340 E-mail: radiometro@aim.com	District (COMMERCIAL) Mwanza	District
80.	Radio Best FM	P.O.Box 73 LUDEWA Tel: +255 26 2790061 Mobile: +255754302152 E-mail: info@bestfm.co.tz	District (COMMERCIAL) Ludewa	District
81.	Dodoma FM	P. O BOX 799, DODOMA Tel: +255784244705 +255715244705 +255767244705 Email: deseretric@ymail.com	District (COMMERCIAL) Dodoma	District
82.	Nyemo FM Radio	P. O BOX 128, DODOMA Tel: +255712445757 +255754268656 Email: info@nyemofm.com	District (COMMERCIAL) Dodoma	District
83.	NgurumoyaUpako	P. O BOX 1405 ARUSHA Tel: +255732978049 Email: radio@nyufm.com www.nyufm.com	District (NON-COMMERCIAL) (Arusha)	District
84.	Radio Sengerema	P.O. Box 4302 DAR ES SALAAM TEL: +255 222700749 Mobile:+255 754 730470 FAX: +255 222775313 E-mail:sengerematelecentre@yahoo.com www.sengerema.or.tz	Community (NON-COMMERCIAL) Sengerema	District
85.	Orkonerei FM Radio,	P.O. Box 12785 ARUSHA Mobile: +255 784712961 +255 787402865 Email: ilaramatak@yahoo.com	Community (NON-COMMERCIAL) Manyara	District
86.	Fadeco	P.O.Box 223	Community	District

	Community Radio	KARAGWE-KAGERA TEL: +255 28 2227033 Mobile: +255 754 605682 +255 765 088115 FAX: +255 28 2227024 E-mail: fadeco@satconet.net	(NON-COMMERCIAL) Karagwe	
TELEVISION STATIONS				
No	Name of Licensee	Address	Authorized Service Area and Location of Base Station	Authorized Service Area
1.	Independent Television (ITV)	P.O. Box 4374 DAR ES SALAAM TEL:+255 22 2775915 / 6 FAX:+255 22 2775915 E-mail: itv@ipp.co.tz www.ippmedia.com	National (COMMERCIAL) Dar es Salaam	National
2.	Star TV	P.O. Box 1732 MWANZA TEL:+255 22 2136834 Mobile:+255 754 782237 E-mail: maoni@startvtz.com www.startvtz.com	National (COMMERCIAL) Mwanza	National
3.	Channel Ten Television	P.O. Box 19045 DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112 E-mail: channelten@amlg.co.tz www.chten.tv	National (COMMERCIAL) Dar es Salaam	National
4.	TBC 1	P.O. Box 9191 DAR ES SALAAM TEL: +255 222860760 FAX: +255 222865577 E-mail: info@tbcorp.org www.tbcorp.org	National (COMMERCIAL) Dar es Salaam	National
5.	East Africa Television (EATV)	P.O. Box 4370 DAR ES SALAAM TEL:+255 22 2775915 / 6 FAX:+255 22 2775915 E-mail: info@eatv.tv www.eatv.tv	National (COMMERCIAL) Dar es Salaam	National
6.	Agape Television (ATV)	P.O. Box 70029 DAR ES SALAAM TEL:+255222627324; 2627702 FAX:+255 22 2627882 E-mail: agapetv@simbanet.net	Regional (NON-COMMERCIAL) Dar es Salaam	Regional
7.	C2C Television	P.O. Box 19045 DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112	District (COMMERCIAL) Dar es Salaam	District

		E-mail: channelten@amlg.co.tz www.chten.tv		
8.	Dar Es Salaam Television (DTV)	P.O. Box 19045 DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112 E-mail: channelten@amlg.co.tz www.chten.tv	District (COMMERCIAL) Dar es Salaam	District
9.	Abood Television	P.O. Box 127 MOROGORO TEL:+255 23 2603754; 2613877; 2601152 FAX: +255 23 2603039 E-mail: aboodmediatz@yahoo.com	District (COMMERCIAL) Morogoro	District
10.	Sokoine University of Agriculture Television (SUATV)	P.O. Box 3000 MOROGORO TEL:+255 23 2603835 +255 23 2603511 FAX:+255 23 2604382	District (NON-COMMERCIAL) Morogoro	District
11.	CTN Television	P.O. Box 19045 DAR ES SALAAM TEL:+255 22 2116341/6 FAX:+255 22 2113112 E-mail: channelten@amlg.co.tz www.chten.tv	District (COMMERCIAL) Dar es Salaam	District
12.	Capital Television	P.O. Box 4907 DAR ES SALAAM TEL:+255 22 2775915/6 FAX:+255 22 2775915 E-mail: itv@ipp.co.tz www.ippmedia.com	District (COMMERCIAL) Dar es Salaam	District
13.	Tumaini Television	P. O. Box 9916 DAR ES SALAAM TEL:+255 22 2117307; 2112594 FAX: +255 22 2112594 E-mail: tumaini@cats-net.com	District (NON-COMMERCIAL) Dar es Salaam	District
14.	Mlimani Television	P.O. Box 4067 DAR ES SALAAM TEL:+255 22 2700756; 2700236;2773040 ; 2700238 E-mail: ijmc@udsm.ac.tz www.ijmc.udsm.ac.tz	District (NON-COMMERCIAL) Dar es Salaam	District
15.	C G TV Transmission Centre	P.O. BOX 2207 TABORA TEL:+25526 2605763 Mobile: +255 754 382719 +255 784 341273 FAX: +25526 2605763 E-mail: cgfmradio@yahoo.com	District (COMMERCIAL) Tabora	District

16.	Tanga City Council Television	P. O. Box 178 TANGA TEL: +255 262643068 FAX: +255 262647905	District (NON-COMMERCIAL) Tanga	District
17.	Mbeya City Council Television	P. O. Box 149 MBEYA TEL: +255 252502563 +255 252502372 FAX: +255 252502488	District (NON-COMMERCIAL) Mbeya	District
18.	Rungwe District Council Television	P. O. Box 148 TUKUYU TEL: +255 252552225 +255 25552082 FAX: +255 252552586 +255 252552504	District (NON-COMMERCIAL) Rungwe	District
19.	Sumbawanga Town Council Television	P.O. Box 275 SUMBAWANGA TEL: +255 754597572 FAX: +255 252802163 E-mail:msumbawanga@yahoo.com	District (NON-COMMERCIAL) Sumbawanga	District
20.	Tunduru District Council Television	P. O. Box 275 TUNDURU TEL: +255 252680015 FAX: +255 252600181	District (NON-COMMERCIAL) Tunduru	District
21.	Iringa Municipal Council Television	P. O. Box 162 IRINGA TEL: +255 262702647 FAX: +255 262702203	District (NON-COMMERCIAL) Iringa	District
22.	Mbozi District Council Television	P. O. Box 3 MBOZI TEL: +255 25 2580272 FAX: +255 25 2580278 E-mail: mbozi@iwayafrica.com	District (NON-COMMERCIAL) Mbozi	District
23.	Masasi District Council Television	P. O. Box 60 MASASI TEL :+255 232510652 +255 232510214 FAX: +255 232510252 Email : ded.masasi@gmail.com;planning.masasi@gmail.com	District (NON-COMMERCIAL) Masasi	District
24.	Njombe District Council Television	P. O. Box 547 NJOMBE TEL: +255 262782111 FAX: +255 26 2782727 E-mail: ndc@twiga.com	District (NON-COMMERCIAL) Njombe	District
25.	Songea Town Council Television	P. O. Box 14 SONGEA TEL: +255252602970 +255 252600201 FAX: +255 252502253	District (NON-COMMERCIAL) Songea	District

26.	Iramba District Council TV	P.O. BOX 115 KIOMBOI TEL:+255 262502175 +255 262503001 FAX: +255 262502253	District (NON- COMMERCIAL) Iramba	District
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Source: TCRA, 2012